

International Management Research Academy (IMRA)
London, United Kingdom

in collaboration with

Indian Institute of Management Bangalore (IIMB)
Bengaluru (Bangalore), India

presents

2015 IMRA-IIMB International Conference
16-18 December, 2015

**“Inclusive Growth & Profits with Purpose:
New Management Paradigm”**

**Venue: Indian Institute of Management Bangalore (IIMB),
Bannerghatta Road, Bengaluru (Bangalore), Karnataka, India**



Conference Proceeding

ISBN: 978-0-9573841-3-2

**International Management Research Academy (IMRA)
London, United Kingdom**

in collaboration with

**Indian Institute of Management Bangalore (IIMB)
Bengaluru (Bangalore), India**

presents

**2015 IMRA-IIMB International Conference
16-18 December, 2015**

**“Inclusive Growth & Profits with Purpose:
New Management Paradigm”**

**Venue: Indian Institute of Management Bangalore (IIMB),
Bannerghatta Road, Bengaluru (Bangalore), Karnataka, India**



Conference Programme

© 2015, Copyrights and disclaimer: This document is the property of the International Management Research Academy (IMRA) and is protected with the international copyright laws. No individual or organization is permitted to use any of the contents of this document for commercial or non-commercial purpose. The research contribution in this document is the copyright of respective authors. Strict action shall be taken for the breach thereof. This document is for information purpose only and does not form any legal contract. The contents of this document are subject to change without prior notice and IMRA or IIMB any staff shall not be legally responsible for any liabilities or damage due to any errors or inadequacies in this document. The users of this document are advised to use their own discretion. This conference is subject to the terms and conditions mentioned on www.imraweb.org/disclaimer changing from time to time. The legal jurisdiction shall be London, United Kingdom.

Table of contents

International Management Research Academy (IMRA)	1
IMRA International Conferences	2
Experts and Leaders at IMRA.....	3
Journals for publication	5
Country representation in IMRA International Conferences	6
Indian Institute of Management, Bangalore, India	7
2015 IMRA IIMB International Conference: 16-18 December 2015	8
Conference Theme	8
Sub-Themes & Tracks	8
Who are attending this conference?	8
Welcome from the Conference Chairs	9
Conference Committee	11
Types of Submissions and Output.....	11
ISBN for Online Conference Proceedings	12
Sponsors and support.....	12
Country representation in 2015 IMRA-IIMB International Conference	13
Conference Venue	14
Campus Map: Indian Institute of Management Bangalore (IIMB)	15
Conference Schedule: DAY-1: Wednesday 16 th December 2015.....	16
Conference Schedule: DAY-2: Thursday 17 th December 2015	18
Conference Schedule: DAY-3: Friday 18 th December 2015.....	20
Key People and Key Speakers	22
Session Plan for Technical Sessions.....	27
Book presentation.....	44
Special Session for Posters & In-Absentia submissions.....	45
Participants' list.....	49
Glimpses of 2014 IMRA ABRM International Conference, Cambridge, United Kingdom.....	50

Glimpses of 2014 IMRA Kean International Conference, New Jersey, United States of America	51
Glimpses of 2013 IMRA &RIT-ACMT International Conference, Zagreb, Croatia	52
Glimpses of 2012 IMRA International Conference, London, United Kingdom	53
Feedback by participants	54
Announcement: IMRA Seminars & Workshops in your City	57
Announcement: Future IMRA International Conferences.....	58
Contact details for 2015 IMRA-IIMB International Conference	59

International Management Research Academy (IMRA)

IMRA Mission

International Management Research Academy (IMRA) is a global academy dedicated to the continuous and effective development of management theory and practice. IMRA's mission is to be a collaborative catalyst between academics and practitioners in fostering relationships via creation, assistance and dissemination of cutting-edge management thinking.

IMRA aims to become a collaborative catalyst between academics and practitioners in fostering relationships via creation, assistance and dissemination of cutting-edge management thinking.

Based in London, United Kingdom, IMRA has more than 800 members spread across in more than 50 countries of the world.

IMRA wishes to accomplish this by:

1. Organizing conferences and events which bring people from academia, research organizations, government, social sector and private sector, together on a single platform and paving path for networking and fruitful stakeholder interaction.
2. Publishing cutting edge academic and professional articles via academic journals and magazines in the field of management.
3. Developing an online forum providing an opportunity for members to interact and network and thus build mutually beneficial collaborations.

Advisory Council

- Rajeev BATRA, University of Michigan, United States of America
- Ricardo GOTTSCHALK, United Nations, Switzerland
- Hongjoo HAHM, World Bank, United States of America
- D. Scott LEE, University of Nevada Las Vegas, United States of America
- Jatin PANCHOLI, Middlesex University, United Kingdom
- Paurav SHUKLA, Glasgow Caledonian University, United Kingdom
- Louise TURNER, Asia-Pacific Technology Network, United Kingdom

Executive Committee

- Phani Tej ADIDAM, University of Nebraska at Omaha, United States of America
- Xuanwei CAO, Xi'an Jiaotong-Liverpool University, Suzhou, China
- Bernadett KOLES, Initiative for Regulatory Innovation Center, Central European University Business School, Budapest, Hungary
- Jayadev M, Indian Institute of Management Bangalore, India
- Justin PAUL, University of Washington, Washington, United States of America
- Ernie STARK, Logikos and Experientia, United States of America
- M THENMOZHI, Indian Institute of Technology Madras, Chennai, India

IMRA International Conferences

International Management Research Academy (IMRA) successfully convenes international conferences. The following is the summary for the same:

2014 IMRA-ABRM International Conference, Cambridge, United Kingdom

IMRA in collaboration with the Academy of Business & Retail Management hosted at the University of Cambridge, UK, an international conference on the theme of "Restructuring of the Global Economy". There were 90 participants from 18 countries globally. Further details about this conference is available on webpage <http://www.imraweb.org/conferences/2014abrm>

2014 IMRA-Kean International Conference, New Jersey, United States of America

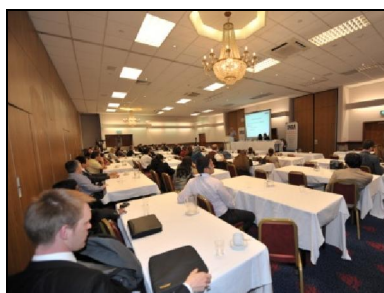
This conference was held in collaboration with the Kean University, New Jersey, USA during 29-31 May 2014. The main theme of this conference was: "Globalization and the Convergence of Creativity, Innovation and Entrepreneurship". There were 70 participants from 14 countries worldwide. More details about this conference is available on webpage <http://www.imraweb.org/conferences/2014usa>

2013 IMRA & RIT-ACMT International Conference, Zagreb, Croatia

This conference was held in collaboration with the Rochester Institute of Technology (RIT) - American College of Management & Technology (ACMT) in Zagreb, Croatia during 16-17 May 2013. The main theme of this conference was: "Management in an Interconnected World". There were 73 participants from 21 countries worldwide, in this conference. Summary of this conference can be found on <http://www.imraweb.org/conferences/2013zagreb>

2012 IMRA International Conference, London, United Kingdom

This conference was held in London, UK, during 17-18 May 2012. This conference was on the theme of "Emerging Markets and the New Dynamics of Management". There were 119 participants from 33 countries globally, during this conference. Further details about this conference can be found on web page <http://www.imraweb.org/conferences/2012london>



Experts and Leaders at IMRA

Some of the experts and leaders in corporate and academic sector, involved with IMRA are:



Michael ALDRICH

*Inventor, Innovator & Entrepreneur: Online shopping
Former IT Adviser to British Prime Minister Margaret Thatcher*



Joseph SHERIDEN

President and Chief Operating Officer (COO) of Wakefern Food Corp, USA



Louis TURNER

Chief Executive, Asia Pacific Technology Network, United Kingdom



Benoit GALICHET

Holcim Slovensko and VSH, Croatia



Daria MATELJAK

*Managing Director Croatia and Partner, Hauska & Partner consulting company,
Croatia*



Phil NICHOLS

*The Wharton School of the University of Pennsylvania, Philadelphia, United States
of America*



Scott LEE

Lee Business School at University of Nevada, Las Vegas, United States of America



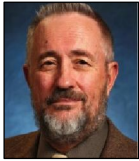
Stephanie JONES

Maastricht School of Management, Netherlands



Ben BOSE

Founder, Mavens of London (a research-lead digital strategy agency), United Kingdom



Ernie STARK

Logikos and Experientia, United States of America



Milan BANDIC

Mayor of Zagreb, Croatia



John LIPINSKI

Middle Tennessee State University, Murfreesboro, United States of America.



Bernadett KOLES

Central European University Business School, Budapest, Hungary



Shawn STURGEON

RIT / American College of Management & Technology (ACMT), Zagreb, Croatia



Ken MORITA

Hiroshima University, Japan



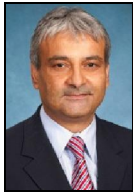
Professor Noel CAPON

R.C. Kopf Professor of International Marketing at Columbia Business School, USA



Dr. Raj SHAH

Founder and CEO of Telemed Ventures, USA



Dhiresh JETHWA

Vice President and Chief Information Officer at Gerber Technology, USA



Dr. Michael COOPER

Dean - College of Business and Public Management, Kean University, USA



Prof. Frank VANDALL

Professor of Law, Emory University, USA

Journals for publication

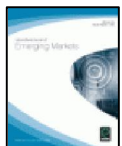
IMRA has collaborated with the following internationally reputed refereed journals in the past for Special Issues of these journals based on the conference themes. All the conference participants received an opportunity to submit their full research papers for IMRA Special Issues of these journals and a few selected ones were published after the double-blind review process:



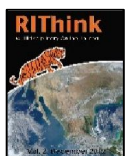
AI & Society: Journal of Knowledge, Culture & Communication, IMRA Special Issue on Technology, culture and innovation in Emerging Markets, Publication: Springer, United Kingdom. (ISSN: 0951-5666)



Asian Journal of Business Research, IMRA Special Issue: Management Trends in Emerging Markets, Publication: Asia Business Research Corporation Limited, New Zealand. (ISSN 1178-8933)



International Journal of Emerging Markets, IMRA Special Issue on Emerging Markets: Exploring the diversity of theories, practices and applications, Publication: Emerald Group Publishing Limited, United Kingdom. (ISSN: 1746-8809)



RIThink Multidisciplinary Online Journal, IMRA Special Issue on Management in an interconnected world. Publication: RIT-ACMT, Zagreb, Croatia. RIThink brings together scientists, researchers, experts, and students in an open academic discourse of innovative ideas, both tested and untested. (ISSN 1848-5324)



Management Research Review (MRR), IMRA Special Issue on Globalization and the Convergence of Creativity, Innovation and Entrepreneurship, Publication: Emerald Group Publishing Limited, United Kingdom. (ISSN: 2040-8269)

Note: Kindly note that the journals differ based on the theme of the conference.

Country representation in IMRA International Conferences

IMRA International Conferences have been represented by the following countries:

	Australia		Hungary		Saudi Arabia
	Azerbaijan		India		Slovakia
	Brazil		Indonesia		South Africa
	Canada		Italy		Sri Lanka
	China		Japan		Spain
	Congo		Korea		Sweden
	Croatia		Latvia		Switzerland
	Denmark		Malaysia		Thailand
	Ethiopia		Moldova		Turkey
	Georgia		Netherlands		United Arab Emirates
	Egypt		Pakistan		United Kingdom
	Finland		Philippines		United States of America
	France		Poland		
	Germany		Romania		
	Hong Kong		Russia		

Indian Institute of Management, Bangalore, India

Indian Institute of Management, Bangalore, India (IIMB) is a public institution of national importance that is autonomous, standalone management school and not part of any university. It was established in 1973 by the Government of India through the creation of an IIMB Society which is the legal entity behind the institution. The school works within the national policy guidelines established by the Ministry of Human Resource Development, Government of India. A Board of Governors oversees the management of the school and provides strategic directions.



The school excels in teaching and research. It is amongst the top management schools in India and Asia according to several rankings. For the sixth consecutive year IIMB has been nominated the Best School in Central Asia region by Eduniversal, and retained its 'Five Palms' status as a 'Universal Business School with Major Influence' in 2013.

IIMB is the only Indian B-school in Global Network for Advanced Management (GNAM) list that features Yale, LSE, INSEAD and other top B-schools in the world. GNAM fosters substantive ties among the world's leading business schools, providing opportunities for faculty to exchange ideas and for students to experience the complexity that will characterize any environment in which they will lead.



IIMB is ranked No.1 in the 'Business and Management' category of a Stanford study on Indian social science research. The study was done by Professor Sharique Hasan of Stanford University, Graduate School of Business, who based the rankings of Indian universities and institutes on productivity in social science research. The grading is based on a limited set of variables, namely the number of peer-reviewed journal articles produced by an institution and the number of citations these articles received.

In a research conducted by India's leading business magazine named the 'Business Today' IIMB has come out in top position. The institute received the NCPEDP-Mphasis Universal Design Award 2012 for pioneering work in the field of promoting Accessibility and Universal Design and ensuring life of equality and dignity for disabled people. IIMB's Career Development Services team won 'Best Placement Cell' for helping in implementing of education and development in the India Today Aspire Education Summit 2012.

In June 2010, IIMB received European Quality Improvement System (EQUIS) accreditation by the European Foundation of Management Development (EFMD). The EFMD awarded the EQUIS Re-accreditation to IIMB in 2014.

IIMB generates knowledge through cutting-edge research in all functional areas of management that would benefit public and private sector companies, the government and the society in general. The knowledge generated by faculty at IIMB, has appeared in leading academic journals listed in Financial Times 45, Business Week 20, UT Dallas etc. Further details can be found on <http://www.iimb.ernet.in/research/journal-publications/>

IIMB is the first B-School in Asia to sign an agreement with Harvard Business Publishing (HBP) to distribute faculty teaching cases. IIMB has also entered into a partnership with Richard Ivey School of Business to co-brand and distribute faculty-authored cases globally.

More details about IIMB can be found on the website www.iimb.ernet.in

2015 IMRA IIMB International Conference: 16-18 December 2015

2015 IMRA IIMB International Conference is organized by the International Management Research Academy (IMRA), London, United Kingdom, in collaboration with the Indian Institute of Management Bangalore (IIMB), India, during Wednesday 16th to Friday 18th December, 2015. This conference is held at the campus of IIMB, Bengaluru (Bangalore), India.

Conference Theme

“Inclusive Growth & Profits with Purpose: New Management Paradigm”

The main theme of this conference is ‘Inclusive Growth & Profits with Purpose: New Management Paradigm’. The policy makers of several nations have been expressing the concern that the benefit of economic growth is not being equally distributed among all sections of the society. Inclusive growth is the need of the hour for the pace and the pattern of economic growth. It is more than just productive employment and increasing incomes of excluded groups. Inclusive growth allows people to “contribute to and benefit from economic growth”. Inclusive growth includes growth of economy that reduces poverty and creates employment opportunities, access to essential services in health and education especially for the poor, equality of opportunity, empowerment through education and skill development, environmental sustainability, recognition of women’s agency and good governance.

Towards the goal of achieving inclusive growth, the corporate sector need to revisit and recognize that sustainable strategies not only fulfil a higher purpose but increased wealth can be generated by doing good things. In the words of Ratan Tata, Chairman Emeritus of Tata Sons, “purpose is a spiritual and moral call to action; it is what a person or company stands for”. It is more of investing in socially inclusive businesses, innovative business models to reach the bottom of the pyramid and investing in environmentally beneficial technologies. Thus the conference theme is two sides of the same coin inclusive growth and profits with purpose.

Sub-Themes & Tracks

Contributions are n the areas of the following sub-themes and tracks:

- Corporate and environmental sustainability
- Corporate governance and sustainability
- Economics
- Entrepreneurship and Social Entrepreneurship
- Finance and accounting
- Financial Inclusion: Access to Credit and other Financial Services
- Gender Equity and Women Empowerment
- General management
- Health and healthcare management
- Human Resource management
- Innovative Business Models to reach the “Bottom of the Pyramid”
- International management
- Knowledge Management
- Law, society and ethics
- Management in Emerging & Frontier Markets
- Management of educational services
- Marketing Management and consumer behavior
- Natural Resources Management
- Operations management
- Organization behavior
- Public and not-for-profit management
- Skill Development
- Strategic management
- Sustainable growth and risk management
- Technology & Innovations management
- Tourism and hospitality management

Who are attending this conference?

The conference attendees include researchers, academics, management consultants, corporate professionals, corporate trainers, government officials, representatives of think tanks, social service organizations, entrepreneurs, doctoral and masters students.

Welcome from the Conference Chairs

We warmly welcome you on behalf of the International Management Research Academy (IMRA), London, United Kingdom and the Indian Institute of Management Bangalore (IIMB), Bengaluru, India, to the 2015 IMRA-IIMB International Conference on the theme “Inclusive Growth & Profits with Purpose: New Management Paradigm”. It is a great honour and privilege for us to be co-chairs for this globally prestigious conference and we aim to serve the researchers’ fraternity to disseminate knowledge for further advancement of various disciplines.

The preparation for this conference started in February 2014 with initial discussions between IMRA and IIMB representatives. Based on few detailed discussions, the main theme and the sub-themes were framed and then the conference was announced globally. The main theme of the conference was identified as “Inclusive Growth & Profits with Purpose: New Management Paradigm” because of its importance to both the developed and developing countries. Developed nations are raising concern over purpose of corporate organizations and developing nations are worried about reaching the benefits of economic growth to all the sections of society. Thus the conference offers a platform to discuss, debate and move forward with regards to this new policy agenda.

This conference has witnessed an overwhelming response with 816 extended abstracts submitted in various categories including competitive papers, presentation papers, posters, case studies and white papers, book presentations. We received submissions from 21 countries in the first round. 290 of the submissions were desk rejected on the grounds of poor quality and misfit with the conference theme. The balance 526 passed through a rigorous process of double-blind review by international reviewers nominated by IMRA and IIMB and final review was undertaken the track directors.

All the reviewers were invited and assigned submissions in a manner to avoid any conflict of interest (i.e. they were not the authors of the same submission). Of the remaining 526 submission, 305 of these were rejected after the process of double-blind review. The broad reasons for these rejections were poor research methods, unclear research objectives, lack of in-depth literature review and mismatch with the conference theme. Each of these rejected submissions was provided constructive feedback for their future improvement. Out of those 221 accepted, some were accepted with conditions for major / minor revisions and reclassification of submission type. All the authors were given an opportunity to revise their submissions and make final editing.

From the pool of these 221 accepted submissions, 157 registered for this conference. In addition, 23 individuals registered for this conference as non-presenting participants. Furthermore, there are a few guests and representatives from the IMRA and the IIMB attending this conference. In total, this conference is witnessing 195 participants coming from 15 countries including the United States of America, the United Kingdom, Belgium, Australia, France, China, Indonesia, Canada, India, Malaysia, Slovakia, Sri Lanka, South Africa, Brazil and the United Arab Emirates, making this as a truly international conference.

Organizing an international conference requires a serious commitment from the executive leadership, which we clearly found in IMRA and IIMB at all the stages. We convey our special thanks to the IMRA Advisory Council, the leadership at IIMB and the conference committee members for providing all the support and kind cooperation for the success of this conference. We would like to particularly thank Prof. Devnath Tirupathi for his kind support at the initial stage. Our heartfelt gratitude to Prof. Sushil Vachani (Director, Indian Institute of Management Bangalore, India) and Prof. Ishwar Murthy (Dean, Indian Institute of Management Bangalore, India), for their kind support for this conference.

Our sincere acknowledgements to S. Sivakumar (Divisional Chief Executive of the ITC Agri Business Division, India) for his kind consent to inaugurate this conference. We convey our special gratitude to Professor Saras D. Sarasvathy (Professor Darden Business School, University of Virginia, United States of America) for her kind support to address as the Key Note Speech in the Inauguration

Session. It is an honour for us that we have Professor Bobby Banerjee (Professor of Management, Cass Business School, City University, London, United Kingdom) with us as a Key Note Speaker for the Valedictory & Award Ceremony.

We convey our special acknowledgements to Thulasiraj Ravilla (Executive Director, LAICO & Director-Operations, Aravind Eye Care System, India) and Professor Ravi Seethamraju (The University of Sydney Business School, Australia) for their kind consent to be the Key Speakers for the Plenary Sessions. Our special appreciation to Professor Phani Tej Adidam (University of Nebraska at Omaha, United States of America) and Professor Jaywant Singh (Kingston University, United Kingdom) for their initiatives and leadership to offer Special Research Training and Workshops for this conference. We are indeed indebted to Professor Michael Chattalas (Kean University, United States of America) for his kind support and help for successful conference organization.

Due credit goes to the Key Speakers of the Research Round Table Seminar and Technical Session Chairs for agreeing to share their rich knowledge and expertise in this conference.

Any major endeavor is not possible to accomplish without help and support from others, and this international conference is no exception. We convey our special thanks to Kshitija Mitter, Jenny Martin and all other members of IMRA and IIMB staff for their constant support for the efficient organization of this conference. They have burnt midnight oil to communicate with the participants, assisting in the research review process and helping the participants for their accommodation and other logistics requirements.

Once again we convey our profound gratitude to all those directly and indirectly helped for the success of this conference at various stages.

We heartily welcome you to Bengaluru, the beautiful garden city of India, an Asian hub of global technological companies, and a cosmopolitan city!

Thank you.

- M. JAYADEV, Indian Institute of Management Bangalore, Bengaluru, India
- Jatin PANCHOLI, Middlesex University, London, United Kingdom
- Paurav SHUKLA, Glasgow Caledonian University, London, United Kingdom
- Suresh BHAGAVATULA, Indian Institute of Management Bangalore, Bengaluru, India
- P. D. JOSE, Indian Institute of Management Bangalore, Bengaluru, India

Conference co-chairs, 2015 IMRA IIMB International Conference

Conference Committee

- Amit SHAH, Frostburg State University, Frostburg, United States of America
- Bernadett KOLES, Central European University Business School, Budapest, Hungary
- Bipin DIKSHIT, Indian Institute of Management Tiruchirappalli, India
- Ernie STARK, Logikos and Experientia, Consulting, Bellevue, United States of America
- H. K. N. RAGHAVAN, Equitas Microfinance, India
- K. BALAKRISHNAN, Chandragupt Institute of Management Patna, India
- Michael CHATTALAS, Kean University, United States of America
- Shawn STURGEON, RIT-ACMT, Zagreb, Croatia
- Suresh BHAGAVATULA, Indian Institute of Management Bangalore, Bengaluru, India
- Venkateshwarlu M, NITIE, Mumbai, India
- Xuanwei CAO, Xi'an Jiaotong-Liverpool University, Suzhou, China

Types of Submissions and Output

The following are the types of submissions and output included for this conference. All the below submissions and output shall be published in the online Conference Proceedings with ISBN:

1. Competitive Papers (CP)
2. Presentation Papers (PP)
3. Poster Presentations (PR)
4. Case Studies & White Papers (CW)
5. Masters & Doctoral Students' Papers (MD)

(1) Competitive Papers (CP): These represent the completed original work by the authors. The full-papers in this category once double-blind reviewed, accepted and registered (in person / in absentia / virtually) are included in the competition for the awards. These papers shall be also considered for potential publication in the journals. These will be certainly included in the online Conference Proceedings.

(2) Presentation Papers (PP): These represent the original work by the authors that is ready for presentation but may not be complete in terms of data analysis and findings. Hence, these submissions will get more time to work upon and submit, and may not necessarily be double blind-reviewed. These will not be included in awards and journal publication at this stage. However, these will included in the online Conference Proceedings.

(3) Poster Presentations (PR): These represent findings from a current working paper. Authors display posters of their research, distribute their papers, and are available to discuss and answer questions during the assigned poster session. There is a separate award for the Best Poster. All Posters will be included in the online Conference Proceedings.

(4) Case Studies & White Papers (CW): These include practical case studies and white papers researched by the author(s) from academics, practitioners and policy makers. These will include observational and experiential knowledge that will be useful to other participants. This type of output is most suitable to managers and leaders from corporate, government and management consultants. The output can be in form of an Extended Abstract / Case Study / White Paper / PowerPoint Presentation. This will be included in the Conference Proceedings. There is a special award for the Best Case Study / White Paper in this conference.

(5) Masters & Doctoral Students' Papers (MD): These represent research contributions by masters level and doctoral level students. These could be original work or research coming out from their dissertation / thesis. There is a separate award in this category. The output must have an Extended Abstract submitted first. Once it is double blind-reviewed, the author(s) must submit their final full paper. The full papers in this category once double-blind reviewed, accepted and registered (in person

/ in absentia / virtually) will be included in the competition for the awards. These papers shall be also considered for potential publication in the journals. This will be included in the Conference Proceedings.

ISBN for Online Conference Proceedings

The Online Conference Proceedings for this conference can be downloaded from the website www.imraweb.org and has an International Standard Book Number (ISBN) **978-0-9573841-1-5**. The Online Conference Proceedings include research contributions of only registered participants that are were submitted prior to the deadline. They are double-blind reviewed and accepted after the editorial and review process. Unfortunately, we are unable to include any late submissions in the Conference Proceedings, even if they are accepted for the conference.

Certificate of Appreciation

Sponsors and support



Indian Institute of Management Bangalore, Bengaluru, India



International Management Research Academy (IMRA), London, United Kingdom

Country representation in 2015 IMRA-IIMB International Conference



Australia



Belgium



Brazil



Canada



China



France



India



Indonesia



Malaysia



Slovakia



Sri Lanka



South Africa



United Arab Emirates



United Kingdom



United States of America

Conference Venue

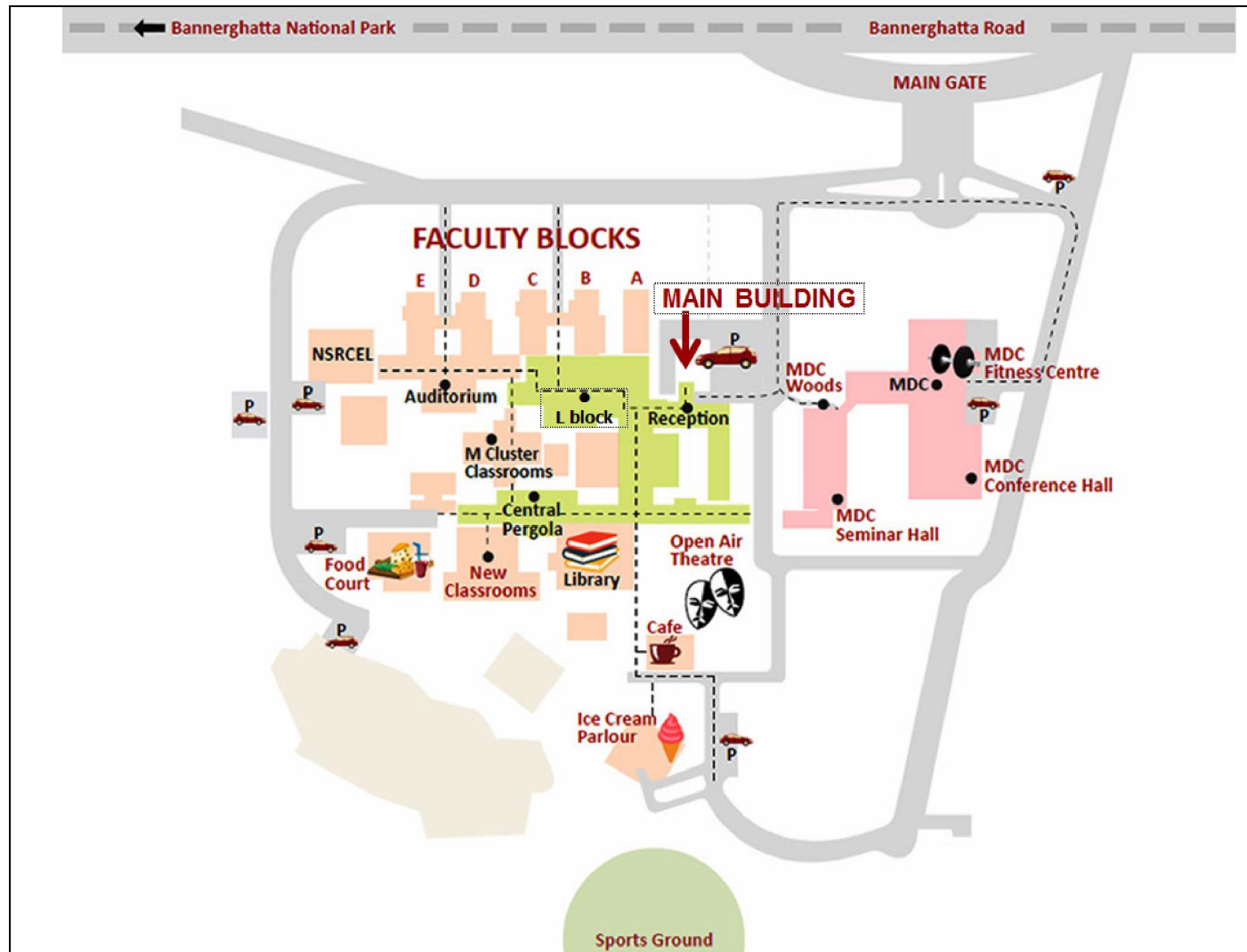
2015 IMRA-IIMB International Conference
Indian Insitute of Management Bangalore (IIMB)
Main Building,
L Block (Main Building), Ground floor,
Indian Insitute of Management Bangalore (IIMB) Campus,
Bannerghatta Road,
Bilekahalli,
Bengaluru (Bangalore): 560 076
Karnataka
India

Emergency Phone numbers:

+91 80 2658 2450

+91 80 2699 3996

Campus Map: Indian Institute of Management Bangalore (IIMB)



Conference Schedule: DAY-1: Wednesday 16th December 2015

Time	Agenda	Chairs & Speaker(s) / Submission ID no.	Room, Floor, Building Name
8:15 am to 9:15 am	Welcome at the Conference Registration Desk and collection of Conference Kits		Ground Floor, L block, Main Building, IIMB Campus
9:15 to 9:25 am	<i>All the participants are requested to take their seats</i>		IIMB Auditorium, Ground Floor, Main Building, IIMB Campus
9:30 am to 11:15 am	Inauguration Ceremony and Key Note Address	Chief Guest: S. SIVAKUMAR (Divisional Chief Executive of the ITC Agri Business Division) Key Note Speaker: Professor Saras D. SARASVATHY (Professor Darden Business School , University of Virginia)	IIMB Auditorium, Ground Floor, Main Building, IIMB Campus
11:15 am to 11:45 am	High Tea		Next to IIMB Auditorium
11:45 am to 12:45 pm	Plenary Session-1: Paradigm for inclusive growth and challenges	Session Chair: Prof. P. D. JOSE Key Speaker: Thulasiraj RAVILLA (Executive Director, LAICO & Director-Operations, Aravind Eye Care System)	IIMB Auditorium, Ground Floor, Main Building, IIMB Campus
12:45 noon to 2:00 pm	Buffet Luncheon		MDC Woods, IIMB Campus
2:00 pm to 3:15 pm	Technical Session-1: Financial Inclusion	Session Chair: Ardhendu Shekhar SINGH Presentations: 433, 514, 781	Room: M-22, First Floor, Main Building
	Technical Session-2: Improving Quality of Governance	Session Chair: Terry DWORKIN Presentations: 400, 457, 496	Room: M-23, First Floor, Main Building
	Technical Session-3: Management of human resources for inclusive growth	Session Chair: Rodrigo ZEIDEN Presentations: 429, 442, 561	Room: L-11, Ground Floor, Main Building
	Technical Session-4: Health care for sustainable development	Session Chair: Satish PARTHAN Presentations: 693, 590, 880	Room: L-12, Ground Floor, Main Building
	Technical Session-5: Inclusive growth and enterprise	Session Chair: Gabriela DOVALOVA Presentations: 637, 855, 1045	Room: L-21, First Floor, Main Building
	Technical Session-6: Environmental Sustainability	Session Chair: Pradeep BRIJLAL Presentations: 614, 759, 736	Room: L-22, First Floor, Main Building
	Technical Session-7: Cause related marketing	Session Chair: Meeta MUNSHI Presentations: 1025, 1040, 1051	Room: N-103, First Floor, Main Building

(please refer to the next page for the continued agenda)

Conference Schedule: DAY-1: Wednesday 16th December 2015

(continued agenda from the previous page)

3:15 pm to 3:45 pm	Tea break		L Block, Ground Floor, Main Building
3:45 pm to 5:00 pm	Research Training & Workshop on Strategic Marketing	Session Chair: Jaywant SINGH Key Speaker: Prof. Phani Tej ADIDAM	Room: N-103, First Floor, Main Building
	Technical Session-8: Consumer psychology in driving growth for financial instruments	Session Chair: Vivek G. S. Presentations: 985, 539, 794	Room: M-22, First Floor, Main Building
	Technical Session-9: Corporate Sustainability and human capital	Session Chair: Sonal Choudhary Presentations: 735, 434, 450	Room: M-23, First Floor, Main Building
	Technical Session-10: Education	Session Chair: Parasharam PATIL Presentations: 564, 515, 929	Room: L-11, Ground Floor, Main Building
	Technical Session-11: Profits with Purpose & firm innovation	Session Chair: Avinash ARYA Presentations: 386, 971, 467	Room: L-12, Ground Floor, Main Building
	Technical Session-12: Macro-marketing influences	Session Chair: Veronika HVOZDIKOVA Presentations: 538, 624, 904	Room: L-21, First Floor, Main Building
5:00 pm to 6:00 pm	Technical Session-13: Financial innovations & practices	Session Chair: M. VENKATESHWARLU Presentations: 536, 699, 947	Room: L-22, First Floor, Main Building
	<i>Group Photography & Video Interviews</i>		<i>As directed by the photographer</i>

Conference Schedule: DAY-2: Thursday 17th December 2015

Time	Agenda	Chairs & Speaker(s) / Submission ID no.	Room, Floor, Building Name
8:30 am to 9:00 am	<i>Only the authors of the Posters should be present and display their Posters for the exhibition starting at 2:30 pm</i>	Posters submission id numbers: 575, 619, 634, 798, 807, 851, 884, 1024, 1055	Room: L-11, Ground Floor, Main Building
9:00 am to 10:15 am	Technical Session-14: Consumers as stakeholders in retail experiences	Session Chair: Sameer DESHPANDE Presentations: 809, 497, 1069	Room: M-22, First Floor, Main Building
	Technical Session-15: Entrepreneurship & Social Entrepreneurship	Session Chair: Suresh BHAGAVATULA Presentations: 964, 1014, 1053	Room: M-23, First Floor, Main Building
	Technical Session-16: Financial Markets for Growth and innovative practices	Session Chair: Jayalakshmy RAMACHANDRAN Presentations: 511, 984, 449	Room: L-11, Ground Floor, Main Building
	Technical Session-17: Inclusive growth and social media	Session Chair: To be announced Presentations: 401, 608, 978	Room: L-12, Ground Floor, Main Building
	Technical Session-18: Health care for sustainable development	Session Chair: Aditi SHARMA Presentations: 507, 1046, 897	Room: L-21, First Floor, Main Building
	Technical Session-19: Management of human resources for inclusive growth	Session Chair: Boris HOSOFF Presentations: 382, 937, 563	Room: L-22, First Floor, Main Building
	Technical Session-20: SME alliances & leveraging human capital	Session Chair: Ashu SHARMA Presentations: 975, 1052, 942	Room N-103, First Floor, Main Building
10:15 am to 10:45 am	High Tea		L Block, Ground Floor, Main Building
10:45 am to 11:45 pm	Plenary Session-2: Adoption of Information Technology Systems in Small & Medium Enterprises: Opportunities and Challenges	Session Chair: Prof. Charan SINGH Key Speaker: Prof. Ravi SEETHAMRAJU (University of Sydney Business School, Australia)	Room N-103, First Floor, Main Building
11:45 pm to 12:00 noon	Short break		

(please refer to the next page for the continued agenda)

Conference Schedule: DAY-2: Thursday 17th December 2015

(continued agenda from the previous page)

12 noon to 1:15 pm	Special Session: Brands and social responsibility – Research insights and future directions	Session Chair: Michael CHATTALAS Key Speaker: Prof. Jaywant Singh	Room: N-103, First Floor, Main Building
	Technical Session-21: Financial Inclusion from a macro perspective	Session Chair: D. N. S. KUMAR Presentations: 489, 1043, 1076	Room: M-22, First Floor, Main Building
	Technical Session-22: Human Strategic Management for Sustainable development	Session Chair: Sunil D'SOUZA Presentations: 676, 1050, 1068	Room: M-23, First Floor, Main Building
	Technical Session-23: Marketing of food products and pricing issues	Session Chair: Irawati PRIYANTI Presentations: 655, 675, 887	Room: L-11, Ground Floor, Main Building
	Technical Session-24: Women Empowerment	Session Chair: Vijayalakshmi NEDUNGILLI Presentations: 431, 935, 941	Room: L-12, Ground Floor, Main Building
	Technical Session-25: Healthcare challenges	Session Chair: Jay MULKI Presentations: 613, 868, 961	Room: L-21, First Floor, Main Building
	Technical Session-26: Business models challenges	Session Chair: M Jayadev Presentations: 844, 848, 666	Room: L-22, First Floor, Main Building
1:15 pm to 2:30 pm	Buffet Luncheon		MDC Woods, IIMB Campus
2:30 pm to 4:15 pm	Special Session for Posters & In-Absentia submissions	Posters: 575, 619, 634, 798, 807, 851, 884, 1024, 1055 In-absentia: 402, 456, 493, 499, 512, 517, 520, 544, 570, 578, 583, 818, 882, 910, 1029, 1074, 1078	Room: L-11, Ground Floor, Main Building
4:15 pm to 4:45 pm	Tea break		L Block, Ground Floor, Main Building
4:45 pm to 6:00 pm	Technical Session-27: Virtual video presentations	Presentations: 680, 409, 392	Room: L-11, Ground Floor, Main Building
	Technical Session-28: Virtual video presentations	Presentations: 383, 540, 566	Room: L-12, Ground Floor, Main Building
	Technical Session-29: Healthcare challenges	Session Chair: Madhavi R. Presentations: 841, 1058, 667	Room: L-21, First Floor, Main Building
6:00 pm to 7:00 pm	Short break <i>All the participants are requested to reach MDC Woods for the Conference Gala Dinner by 7:00 pm</i>		
7:00 pm to 9:30 pm	Conference Gala Dinner		MDC Woods, IIMB Campus

Conference Schedule: DAY-3: Friday 18th December 2015

Time	Agenda	Chairs & Speaker(s) / Submission ID no.	Room, Floor, Building Name
9:00 am to 1:00 pm	<p>Research Round Table Discussion: Challenges in Building Sustainable Agri-Food Supply Chains in India</p> <p><i>(Note: The participants of this session may join for Lunch at 1:00 pm and then join at 1:30 pm for the Valedictory & Award Ceremony)</i></p>	<ul style="list-style-type: none"> Prof. Gopal NAIK (Professor, IIM Bangalore) Manoj RAJAN (Additional Secretary, Co-Operation Department, Government of Karnataka & Managing Director & CEO, Rashtriya e Market Services Private Limited) K. Y. UDAYKUMAR (Sri Sri Institute of Agricultural Sciences & Technology Trust) Yasmin MERALI (Hull University Business School, UK) Dr. CHANDRAMOULI (Vice President, Global Green Group, Bangalore) 	Room: L-11, First Floor, Main Building
9:00 am to 10:15 am	Technical Session-30: Human Strategic Management for Sustainable development	Session Chair: Kirti RAJHANS Presentations: 773, 916, 648	Room: M-22, First Floor, Main Building
	Technical Session-31: Social marketing reflections	Session Chair: Shantanu PRASAD Presentations: 989, 692, 657	Room: M-23, First Floor, Main Building
	Technical Session-32: Branding and consumer engagement	Session Chair: Neha GUPTA Presentations: 616, 476, 812	Room: N-103, Ground Floor, Main Building
	Technical Session-33: Operations Management & big data	Session Chair: Mrinmoy MAJUMDER Presentations: 464, 688, 385	Room: L-12, Ground Floor, Main Building
	Technical Session-34: Bottom of the pyramid challenges	Session Chair: Vijay PATEL Presentations: 404, 408, 1070	Room: L-21, First Floor, Main Building
	Technical Session-35: Building inclusive organizations and society	Session Chair: Chandrashekhar CHITALE Presentations: 591, 1021, 847	Room: L-22, First Floor, Main Building
10:15 am to 10:45 am	High Tea		L Block, Ground Floor, Main Building

(please refer to the next page for the continued agenda)

Conference Schedule: DAY-3: Friday 18th December 2015

(continued agenda from the previous page)

10:45 am to 12:00 noon	Book presentation by authors: Potential of The Silver Economy In Ageing Europe Dealing With Persistent Debt Crisis And Problems In The Labor Market	Session Chair: Hari Govind MISHRA Presentation: 617	Room: N-103, Ground Floor, Main Building
	Technical Session-36: Skill Development	Session Chair: Prabhat Kumar YADAV Presentations: 1090, 682, 981	Room: M-22, First Floor, Main Building
	Technical Session-37: Sustainable Growth and Risk Management	Session Chair: P. D. Jose Presentations: 528, 1027, 891	Room: M-23, First Floor, Main Building
	Technical Session-38: New avenues in marketing	Session Chair: Surbhi JAIN Presentations: 911, 795, 1056	Room: L-11, Ground Floor, Main Building
	Technical Session-39: Financial Services Sector	Session Chair: Namrata SANDHU Presentations: 808, 945, 513	Room: L-12, Ground Floor, Main Building
	Technical Session-40: Talent management and employee engagement	Session Chair: Abdul GANI Presentations: 581, 588, 1022	Room: L-21, First Floor, Main Building
	Technical Session-41: Human sustainable management	Session Chair: To be announced Presentations: 512, 1071, 523	Room: L-22, First Floor, Main Building
12:00 noon to 1:30 pm	Buffet Luncheon		MDC Woods, IIMB Campus
1:30 pm to 3:15 pm	Valedictory & Award Ceremony	Session Chair: Michael CHATTALAS Key Note Speaker: Prof. Bobby BANERJEE (Professor, Cass Business School, City University, London, United Kingdom)	Room N-103, First Floor, Main Building
3:15 pm to 4:00 pm	High Tea and conclusion of the conference <i>Group Photography & Video Interviews</i>		L Block, Ground Floor, Main Building

Key People and Key Speakers



Saras SARASVATHY

Professor Saras D. Sarasvathy is a member of the Strategy, Entrepreneurship and Ethics area. In addition to MBA and doctoral courses in entrepreneurship at Darden, she teaches in doctoral programs in Europe, Asia, Latin America and Africa. In 2007, Sarasvathy was named one of the top 18 entrepreneurship professors by *Fortune Small Business* magazine. In 2013, Babson College awarded her an honorary doctorate for the impact of her work on entrepreneurship education. In addition to the Jamuna Raghavan Chair at the Indian Institute of

Management, Bangalore, Sarasvathy currently holds a chair professorship from Nankai University in Tianjin, China and a jubilee professorship from Chalmers University in Gothenburg, Sweden.

In addition to teaching awards from other universities, she won the 2015 Mead-Colley Honored Faculty Award from UVA for active engagement with students. Her scholarly work has won several awards, including the 2001 William H. Newman Award from the *Academy of Management* and the 2009 and 2015 Gerald E. Hills Best Paper Awards from the *American Marketing Association*. Her book *Effectuation: Elements of Entrepreneurial Expertise* was nominated for the 2009 Terry Book Award by the *Academy of Management*. Her thesis on entrepreneurial expertise was supervised by Herbert Simon, 1978 Nobel Laureate in Economics. Sarasvathy serves on the board of Lending Tree (Nasdaq TREE) and writes a monthly column for the Corporate Dossier section of The Economic Times.

S. SIVAKUMAR

S. Sivakumar is the Divisional Chief Executive of the Agri Business Division. He is also the Chairman of Technico Agri Sciences Limited, and Vice Chairman of ITC Infotech India Limited and its subsidiaries in the UK and USA. Sivakumar has conceptualized and spearheaded the execution of the path-breaking ITC e-Choupal model. Topper of the Class of 1983 from the Institute of Rural Management Anand, (IRMA), Sivakumar worked with a farmers' cooperative for six years before joining ITC in 1989.



Sivakumar is the Chairman of the National Agricultural Council of the Confederation of Indian Industry (CII), Vice Chairman of the World Economic Forum's Global Agenda Council on Social Innovation, and a member on the Board of Governors of Institute of Rural Management, Anand (IRMA).

Sivakumar served on the Boards of India's National Bank for Agriculture and Rural Development (NABARD), and Indo US Knowledge Initiative on Agriculture, the Private Sector Committee of the Consultative Group on International Agricultural Research (CGIAR), and UN Global Compact's Core Advisory Group to develop Sustainable Agriculture Business Principles, among other organizations.



Michael CHATTALAS

Dr. Michael Chattalas, a leading expert in the field of nation-branding and country-of-origin effects, joined the full-time faculty of Kean University in the Fall 2011, adding expertise in the areas of international marketing, global business, advertising, sustainability, and cross-cultural consumer behavior. Further, Dr. Chattalas serves as Academic Program Coordinator for Marketing with an added emphasis on global business.

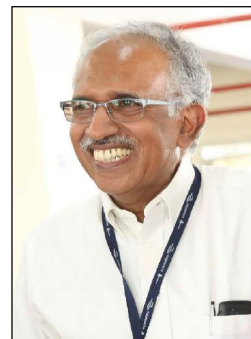
Previously, Professor Chattalas taught at Fordham University Schools of Business as a full-time faculty from 2005 - 2011. In addition, Dr. Chattalas has taught fourteen Executive Master's courses in Marketing and International Business since 2004 for Baruch College, CUNY in Singapore, Hong Kong and Taiwan. From 1994 - 2004, Prof. Chattalas served as a Professor at Wagner College. In recognition of his outstanding teaching, Dr. Chattalas received presidential excellence awards from both Baruch College and Wagner College.

Dr. Chattalas holds a Ph.D. degree in Marketing from The City University of New York (Baruch College). Dr. Chattalas has published scholarly Journal papers (in International Marketing Review, Journal of Consumer Marketing, Services Marketing Quarterly and Place Branding and Public Diplomacy) and presented at global conferences and industry workshops (recently in Turkey, UK, Slovenia, France, Brazil, Taiwan, China, Greece, Iceland and the USA) on international marketing and consumer behavior topics such as, nation-brand personality, national stereotypes, luxury consumption, sustainability and cross-cultural issues.

Thulasiraj RAVILLA

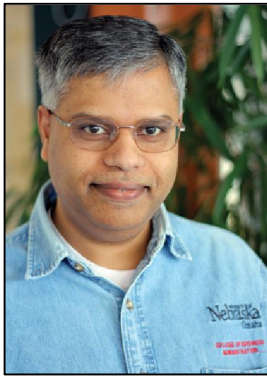
Thulasiraj is part of the senior leadership team of Aravind since 1981. Aravind Eye Hospital is a large provider of eye care, known for its sustainable, scalable and replicable model of service delivery. Thulsi was instrumental in establishing Aravind's systems and processes that are being replicated by hospitals across the developing world.

In line with organization's mission to eliminate needless blindness, Thulasiraj along with his team have mentored over 320 eye hospitals across the globe, often resulting in doubling of their output in the year following the engagement. As head of Aravind's technology department, he helped Aravind become one of the pioneer hospital in the country to adopt the Information Technology. This and other initiatives led Aravind to appear in Fast Co.'s list of the 50 most innovative companies in the world. Aravind Eye Care System was awarded the Gates Award for Global Health, the Champalimaud Award, and more recently the Conrad Hilton Humanitarian award.



Thulasiraj has been an Advisor to India's National Programme for the Control of Blindness (NPCB) and WHO. He was the Regional Chair of the International Agency for the Prevention of Blindness and was the founder President of Vision 2020 India.

Thulasiraj was named as a Social Entrepreneur in 2005 by the Schwab Foundation (World Economic Forum); adjudged the "Hospital Administrator of the Year in 2008" in India by Modern Medicare and GE Health; speaker at the TED Conference, India in 2009; listed among the 30 Most Influential People in Public Health globally by a portal on Masters in Public Health Management; in 2014, honoured as the "Most inspiring Healthcare Leader of the year" by Times of India Group.



Phani Tej ADIDAM

Phani Tej Adidam is the Executive Management Education Professor at the University of Nebraska at Omaha. He is also the director of International Initiatives, and the Chairman of the Marketing and Management department. His research interests include marketing strategy, decision confidence, competitive intelligence, customer relationship management (CRM), demographics of health insurance economics, and sales management.

His work was awarded the Journal of Marketing's Marketing Science Institute/H. Paul Root Award for most significant contribution to the advancement of the practice of marketing" for 1999.

Ravi SEETHAMRAJU

Ravi's research explores the evolving relationships between IT-enabled innovations and performance. He works in two particular areas, the first exploring how these innovations are effectively adopted and used in organizations, supply chains and health care. The second examines the role of these innovations in improving students' learning experiences, skills and 'work-readiness'. His research was published in several leading international journals including Information Systems Frontiers, Australian Accounting Review, Business Process Management Journal, Engineering Management Journal, Assessment and Evaluation in Higher Education, Management Review and others.



Ravi's research was funded by national grants, university/school grants and large Australian teaching and learning research grants. Ravi teaches accounting systems and management accounting in the discipline and earlier taught process management, enterprise systems, operations management to undergraduate, post graduate, MBA and executive MBA students at the University of Western Sydney, Macquarie Graduate School of Management and Queensland University of Technology. He led the introduction of several curriculum design initiatives and teaching and learning innovations.



Jaywant SINGH

Jaywant Singh is Associate Professor in the Department of Strategy, Marketing and Innovation at the Kingston University, where he teaches consumer behaviour and research methods. Jaywant studied and worked in India, Australia (MBA), Denmark, Singapore and UK (PhD) in business and management related areas for several years. Prior to joining Kingston University, he was a senior lecturer at the University of Bedfordshire. He received his PhD (Marketing) in 2004. Jay's research interests are in the area of consumer behaviour and branding, specifically in customer loyalty, consumer perceptions of corporate social responsibility, new brands and product variants,

new media, online marketing, service failure and recovery, and brand alliances in b2b and b2c domains.

His research has been published in top-tier international journals such as the European Journal of Marketing, Journal of Advertising Research, Journal of Business Ethics, International Journal of Market Research, Industrial Marketing Management, and Journal of Business and Industrial Marketing. He is currently co-editing a book on contemporary issues in brand management (The Routledge Companion to Brand Management), and is the lead author for the forthcoming edition of a popular textbook on consumer behaviour (Consumer Behaviour: Applications in Marketing, Sage). He is experienced in supervising PhD and DBA projects to completion, and currently he is supervising doctoral candidates on topics such as ethical buying behaviour, impulsive buying, service recovery, consumer value and brand symbolism, cobranding, and online brand alliances.



Bobby BANERJEE

Bobby Banerjee (Professor, Cass Business School, City University, London, United Kingdom), joined Cass Business School in January 2013. Prior to joining Cass Bobby was Associate Dean (Research) at the College of Business, University of Western Sydney. He received his PhD from the University of Massachusetts and has held research and teaching positions at the University of Wollongong, RMIT University and the University of South Australia.

Bobby's primary research interests are in the areas of sustainability, climate change and corporate social responsibility. Other research interests include critical management studies, Indigenous ecology, postcolonial studies, cultural studies, and globalization.

He has published extensively in leading scholarly journals and is the author of two books: Corporate Social Responsibility: The Good, The Bad and The Ugly and the co-edited volume Organizations, Markets and Imperial Formations: Towards an Anthropology of Globalization. He serves on the editorial board of seven international journals and is a Senior Editor at Organization Studies.

M. JAYADEV

Prof. M. Jayadev's area of interest include Banking, Corporate Finance and Valuation, Management Accounting. His professional services extend to the area of Basel Accords, Banking and Risk Management for several banks, consulting firms and software companies. He is an associate member of the Indian Institute of Bankers (CAIIB) and a recipient of the ICSSR and UGC Fellowships.

He is a member board of the board of directors of BGSE Financial Limited and is also on the board of two start-up ventures. Currently, he serves at the Indian Institute of Management Bangalore, India.



Jatin PANCHOLI

Jatin Pancholi teaches in MBA programme at the Middlesex University, London, UK. He is/was associated with the Standard & Poor's USA,, Staffordshire University UK, Cheng Du University of Technology China, Indian Institute of Technology (IIT) India, Indian Institute of Management Ahmedabad (IIMA) India, SVKM's NMIMS University India and S P Jain Institute Dubai in various capacities.

He possesses wide range of experience in the area of steel, real estate, banking, insurance, Information Technology, TV serial production and management consulting and training in various countries.

His area of research, consulting, training and practice include performance measurement, balance scorecards, strategic cost management and entrepreneurship. He has publications has received best paper award and he is also a winner of an ESRC Research Grant and European Union project. More details about his work can be found on his personal website www.jatinpancholi.com

Paurav SHUKLA

Paurav Shukla is a Professor of Luxury Brand Marketing at Glasgow Caledonian University, UK. Paurav's career began in industry, and he continues to work hand in hand with industry as a researcher, practitioner and advisor. He has been delivering corporate training, teaching and consulting assignments for various organizations in the Europe, Asia and North Africa. Paurav has been involved with various EU funded research projects involving several nations from EU and Asia. He is associated with several academic institutions and corporate organizations including not for profit organizations in the capacity of advisor and board of directors.



His research interests include cross-cultural consumer behaviour, luxury marketing and branding, and marketing in emerging markets. He has published many articles in top-tier academic journals, chapters to edited books, and popular accounts of his work have appeared in the *Luxury Society*, *Business Week*, *Woman's Wear Daily*, *National Post of Canada*, *Business Review Weekly Australia* and *LiveMint Wall Street Journal*, among others.



Suresh BHAGAVATULA

Professor Bhagavatula's research interests are in two partly overlapping domains – Entrepreneurship and Social Networks. In Entrepreneurship, his interests are in both low and high technology firms in India. Within the Social Network domain, he is interested in understanding the influence of social capital on performance of entrepreneurs and teams.

His research work has been published in the *Journal of Business Venturing (JBV)*, *Entrepreneurship Theory and Practice (ETP)*, *Strategic Entrepreneurship Journal (SEJ)*, and *IIMB Management Review*. Prof. Bhagavatula serves at the Indian Institute of Management Bangalore, India.

P. D. JOSE

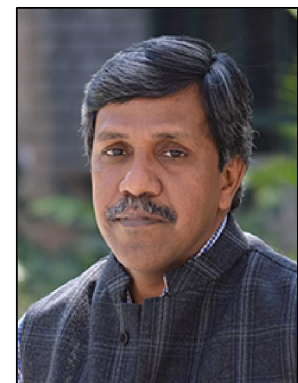
Professor P. D. Jose teaches core courses on strategy and electives on Corporate Environmental Management, Sustainable Enterprises and Understanding Corporate Failures.

He has been a visiting faculty at Cardiff Business School, IIM Kozhikode, and Gothenburg School of Business, Economics and Law at the University of Gothenburg.

Professor Jose was a Fulbright Fellow at the Massachusetts Institute of Technology, Boston, and Kenan-Flagler Business School, North Carolina during 1999-2000. He also visited the Kennedy School of Government, Harvard University, as a research scholar on a UNDP/GoI fellowship.

He was also an ESRC Visiting Fellow at the Centre for Business Relationships, Accountability, Sustainability and Society (BRASS) at Cardiff University during 2005-06, and again in 2008.

Prof. Jose serves as a faculty member at the Indian Institute of Management Bangalore.



Session Plan for Technical Sessions

Technical Session	Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
Technical Session-1: Financial Inclusion	433	Developing Credit Scorecard For Sustainable Financial Inclusion	Ramakrishna VENKATRAMA N	Bangalore University, India	First
	433	Developing Credit Scorecard For Sustainable Financial Inclusion	Seeboli Ghosh KUNDU*	Bangalore University, India	Second
	514	Financial Inclusion And Poverty Reduction: State-Wise Analysis From India	Ayushi RAICHOUDHURY*	KIIT University, India	Sole
	781	Agricredit An Imperative Way For Rural Development: A Study On Agricultural Rural Households Of South Gujarat	Seema Harshad KADAM*	Gujarat Technological University, India	First
	781	Agricredit An Imperative Way For Rural Development: A Study On Agricultural Rural Households Of South Gujarat	Apurva Anil CHAUHAN*	Gujarat Technological University, India	Second
	781	Agricredit An Imperative Way For Rural Development: A Study On Agricultural Rural Households Of South Gujarat	Babaraju K. BHATT*	Gujarat Technological University, India	Third
Technical Session-2: Improving Quality of Governance	400	Corporate Governance And Trust	Cindy Ann SCHIPANI*	University of Michigan, United States of America	First
	400	Corporate Governance And Trust	Terry Morehead DWORKIN*	Seattle University, United States of America	Second
	457	Corporate Governance, Corporate Social Responsibility And Firm Performance: Evidence Of Interrelationship From India	Dhanya ALEX*	Rajagiri Centre for Business Studies, India	First
	457	Corporate Governance, Corporate Social Responsibility And Firm Performance: Evidence Of Interrelationship From India	Roshna VARGHESE*	Rajagiri College of Social Sciences, India	Second
	496	Holistic Development Of Indian Banking Industry	Sadhvi MEHROTRA*	Dr. Virendra Swarup Institute of Computer Studies, India	Sole
Technical Session-3: Management of human resources for inclusive growth	429	An In-Depth Study Of Post-Merger Employee Job Satisfaction	Rangana MAITRA*	IES Management College & Research Centre, India	Sole
	442	Privacy And Beyond: Social And Ethical Concerns Of On-The-Job Surveillance	Jijo James INDIPARAMBIL	K. U. Leuven, Belgium	Sole

Technical Session	Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
			*		
	561	Mediating Effect Of Work-Life Balance On The Relationship Between Work Life Enrichment And Organizational Commitment For It Women Employees	Thasni ALI*	M. G. University, India	First
	561	Mediating Effect Of Work-Life Balance On The Relationship Between Work Life Enrichment And Organizational Commitment For It Women Employees	Bejoy John THOMAS	M G University, India	Second
Technical Session-4: Health care for sustainable development	590	Implementing Quality Health Care Strategies For Improving Service Delivery At Private Hospitals In India	Varsha AGARWAL*	Christ University, India	First
	590	Implementing Quality Health Care Strategies For Improving Service Delivery At Private Hospitals In India	K. G. JOSE	Christ University, India	Second
	590	Implementing Quality Health Care Strategies For Improving Service Delivery At Private Hospitals In India	Ganesh L.	Christ University, India	Third
	693	Examining The State Level Disparities In Health, Education And Infrastructure: Is India On The Path Of Inclusive Growth	Varun CHOTIA*	Birla Institute of Technology and Science, India	First
	693	Examining The State Level Disparities In Health, Education And Infrastructure: Is India On The Path Of Inclusive Growth	N. V. Muralidhar RAO	Birla Institute of Technology and Science, India	Second
	880	Inclusive Growth In Enhancing Healthcare Service Quality: An Empirical Study	SUNIL D'SOUZA*	National Institute of Technology Karnataka, India	First
	880	Inclusive Growth In Enhancing Healthcare Service Quality: An Empirical Study	A. H. SEQUEIRA	National Institute of Technology Karnataka, India	Second
Technical Session-5: Inclusive growth and enterprise	637	Does For Profit Social Entrepreneurs Differs From Not For Profit Social Entrepreneurs: An Empirical Analysis Of Competency Construct	Garima SAXENA*	Banaras Hindu University, India	Sole
	855	An Entrepreneurship Development Initiative - A Project Designed, Developed And Executed For About To Retire Indian Soldiers	Surbhi JAIN*	Savitribai Phule Pune University, India	First
	855	An Entrepreneurship Development Initiative - A Project Designed, Developed And Executed For About To Retire Indian Soldiers	Chandrashekhar madhusudan CHITALE*	Savitribai Phule Pune University, India	Second

Technical Session	Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
	855	An Entrepreneurship Development Initiative - A Project Designed, Developed And Executed For About To Retire Indian Soldiers	Rajesh Narayan PAHURKAR*	Savitribai Phule Pune University, India	Third
	1045	A Strategic Analysis Of Customer Relationship Management Practices Adopted By Small And Medium Enterprises In India	Remya SUBRAHMANYAN *	NITK, India	Sole
Technical Session-6: Environmental Sustainability	614	Investigating Forces For Change Affecting Corporate Sustainability: Global Megatrends And Future Scenarios	Sonal CHOUDHARY*	Sheffield University Management School, United Kingdom	Sole
	736	Hybridization Is Inevitable In Indian Aviation Industry	Ganesan RAJESH*	Hindustan University, India	Sole
	759	Tata Power's Greenolution: Sensitizing Employees on Environmental Conservation	Sanjay VERMA*	Indian Institute of Management, Ahmedabad, India	First
	759	Tata Power's Greenolution: Sensitizing Employees on Environmental Conservation	Shubhi THAKURIA	Indian Institute of Management, Ahmedabad, India	Second
Technical Session-7: Cause related marketing	1025	Cause Related Marketing: A New Paradigm In Marketing For Inclusive Growth.	Shail CHANANA*	Research Scholar Punjabi University, Patiala Punjab, India	Sole
	1040	Corporate Societal Marketing In Brand Communication: An Indian Example	Meeta MUNSHI*	Nirma University, India	Sole
	1051	Cause Marketing: A Marketing Strategy For The Higher Purpose	Sunitha T. R.*	CUSAT, India	Sole
Technical Session-8: Consumer psychology in driving growth for financial instruments	539	The Impact Of Odd-Ending Prices On The Consumers' Attitude And Buying Behavior: A Study	Santosh KUMAR*	Indian School of Mines, India	First
	539	The Impact Of Odd-Ending Prices On The Consumers' Attitude And Buying Behavior: A Study	Mrinalini PANDEY	Indian School of Mines, India	Second
	794	Factors Influencing Employee's Perception About Banks Technology For Innovative Delivery Channels Of Public Sectors Banks Of India	Neha N. GUPTA*	K. J. Somaiya Institute of Management Studies & Research, India	Sole
	985	Psychological Traits And Investor Behavior: Do They Have A Relationship?	Paramjeet Kaur Kamaljit SINGH*	Symbiosis International University, India	First
	985	Psychological Traits And Investor Behavior: Do They Have A Relationship?	Shreya Rustum VIRANI*	Symbiosis International University, India	Second

Technical Session	Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
	985	Psychological Traits And Investor Behavior: Do They Have A Relationship?	Sabiha Salman FAZALBHOY*	Symbiosis International University, India	Third
	434	Human Capital, Social Capital, Gender And Race: Are They Related To Access To Bank Finance, In A Developing Nation?	Pradeep BRIJLAL*	University of the Western Cape, South Africa	Sole
Technical Session-9: Corporate Sustainability and human capital	450	Understanding The Perception Of Customers Towards Corporate Social Responsibility Activities Of The Bank	Ardhendu Shekhar SINGH*	Symbiosis International University, India	First
	450	Understanding The Perception Of Customers Towards Corporate Social Responsibility Activities Of The Bank	Dilip AMBARKHANE	Symbiosis International University, India	Second
	450	Understanding The Perception Of Customers Towards Corporate Social Responsibility Activities Of The Bank	Bhama VENKATARAM ANI	Symbiosis International University, India	Third
	735	What's In A Name? Reviewing The Genesis Of CSR	Rajiv NAIR*	Amrita VishwaVidyapeetham University, India	First
	735	What's In A Name? Reviewing The Genesis Of CSR	Amalendu JYOTISHI	Amrita VishwaVidyapeetham University, India	Second
Technical Session-10: Education	515	Assessing Website Usability Of An Educational Institute: Towards Development And Validation Of A Scale	Ashwini SHARMA*	JK Lakshmipat University, India	Sole
	564	Assessing Knowledge Performance Through Justice Dimensions And Learning Behavior	Pooja KUSHWAHA*	Indian Institute of Technology Roorkee, India	First
	564	Assessing Knowledge Performance Through Justice Dimensions And Learning Behavior	Vandana TAMTA	IIT Roorkee, India	Second
	564	Assessing Knowledge Performance Through Justice Dimensions And Learning Behavior	M. K. RAO	IIT Roorkee, India	Third
	568	Patient Engagement Scale For Bottom Of The Pyramid Diabetic Patients: Scale Development And Validation	Bejoy John THOMAS	M G University, India	First
	929	Gender In Education Advertising: Issues And Implications	Dilpreet SINGH*	Chitkara University, India	First
	929	Gender In Education Advertising: Issues And Implications	Namrata SANDHU*	Chitkara University, India	Second
Technical Session-11: Profits	386	Inclusive Growth: Economics as if people mattered	Aruni MITRA	University of British	First

Technical Session	Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
with Purpose & firm innovation				Columbia, Canada	
Technical Session-11: Profits with Purpose & firm innovation	386	Inclusive Growth: Economics as if people mattered	Debasmita DAS*	Jadavpur University, India	Second
	467	The Role Of Hrd Interventions And Employee Competencies In Enhancing Organizational Effectiveness: The Moderating Role Of Organizational Learning Culture Using Amos	Rama Krishna Gupta POTNURU*	National Institute of Technology, India	First
	467	The Role Of Hrd Interventions And Employee Competencies In Enhancing Organizational Effectiveness: The Moderating Role Of Organizational Learning Culture Using Amos	Chandan Kumar SAHOO	National Institute of Technology, India	Second
	467	The Role Of Hrd Interventions And Employee Competencies In Enhancing Organizational Effectiveness: The Moderating Role Of Organizational Learning Culture Using Amos	Chandan Kumar SAHOO	National Institute of Technology, India	Second
	971	Towards A Research Model Of Dynamic Capabilities And Firm Innovativeness- The Role Of Absorptive Capacity And Strategic Innovation Of Firms	Khyati DESAI*	Brunel University UK Nirma University India, United Kingdom	First
	971	Towards A Research Model Of Dynamic Capabilities And Firm Innovativeness- The Role Of Absorptive Capacity And Strategic Innovation Of Firms	Dimitrios KOUFOPOULOS	Brunel University , United Kingdom, United Kingdom	Second
	971	Towards A Research Model Of Dynamic Capabilities And Firm Innovativeness- The Role Of Absorptive Capacity And Strategic Innovation Of Firms	Prabhat Kumar YADAV*	Nirma University, India	Third
Technical Session-12: Macro-marketing influences	538	Does Religion Affect Consumer Decision Making Style? Empirical Evidence From Young Indian Muslim Consumers	Tajamul ISLAM*	Pondicherry University, India	First
	538	Does Religion Affect Consumer Decision Making Style? Empirical Evidence From Young Indian Muslim Consumers	Uma CHANDRASEKARAN	Pondicherry University, India	Second
	624	Influence Of Consumer Socialization Agents And Pester Power On Parent-Child Purchase Decisions-Towards A Conceptual Frame Work	Anitha P.*	National Institute of Technology Karnataka, India	First
	624	Influence Of Consumer Socialization Agents And Pester Power On Parent-Child Purchase Decisions-Towards A Conceptual Frame Work	Bijuna C. MOHAN	National Institute of Technology Karnataka, India	Second
	904	Understanding And Regulating Emotions: Impact On Salesperson Performance	John WILKINSON	University of South Australia, Australia	First

Technical Session	Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
	904	Understanding And Regulating Emotions: Impact On Salesperson Performance	Jay MULKI*	Northeastern University, United States of America	Second
Technical Session-13: Financial innovations & practices	536	A Study On Relationship Between The Factors Influencing The Dividend Announcement Decisions And Investment Characters: From Investor's Perspective	Subhendu Kumar PRADHAN*	Pondicherry University, India	First
	536	A Study On Relationship Between The Factors Influencing The Dividend Announcement Decisions And Investment Characters: From Investor's Perspective	Kasilingam R.	Pondicherry University, India	Second
	699	Does Innovation Influence Company Performance In The Asian Airline Industry? An Empirical Research	Jayalakshmy RAMACHANDRAN*	University of Nottingham, Malaysia	First
	699	Does Innovation Influence Company Performance In The Asian Airline Industry? An Empirical Research	Nicholas Lorenzo SIM	The University of Nottingham, Malaysia	Second
	947	Garch Based Conditional Variance Forecasting Using Artificial Neural Networks	Taufeeque Ahmad SIDDIQUI	Jamia Millia Islamia University, India	First
	947	Garch Based Conditional Variance Forecasting Using Artificial Neural Networks	Yusuf ABDULLAH*	Jamia Millia Islamia University, India	Second
Technical Session-14: Consumers as stakeholders in retail experiences	497	Strengthening Customer Retention In Retailing Through Service Quality: A Case Study Analysis	R. Sathish BENEDICT*	Narayan Zantye College of Commerce, India	First
	497	Strengthening Customer Retention In Retailing Through Service Quality: A Case Study Analysis	Rajendra V. KUMBHARJUV ENKAR*	Narayan Zantye College of Commerce, India	Second
	809	Small Retailer's Merchandise Decision Making:A Grounded Theory Approach	HARI GOVIND MISHRA*	Shri Mata Vaishno Devi University, India	First
	809	Small Retailer's Merchandise Decision Making:A Grounded Theory Approach	Piyush Kumar SINHA	Shri Mata Vaishno Devi University, India	Second
	809	Small Retailer's Merchandise Decision Making:A Grounded Theory Approach	Surabhi KOUL*	Shri Mata Vaishno Devi University, India	Third
	1069	Measuring Post-Purchase Customer Experience In Online Retailing: Striking An Emotional Chord With Customer	Bhawna ANJALY*	Research Associate, India	First
	1069	Measuring Post-Purchase Customer Experience In Online Retailing: Striking An Emotional Chord With Customer	Amresh KUMAR	Asia Pacific Institute of Management, New	Second

Technical Session	Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
				Delhi, India	
Technical Session-15: Entrepreneurship & Social Entrepreneurship	964	Inclusive Growth Through Industrial Clusters: Evidences From Firms Operating In Gurgaon Auto Components Cluster	Dinesh RAWAT*	GGSSIP University, India	First
	964	Inclusive Growth Through Industrial Clusters: Evidences From Firms Operating In Gurgaon Auto Components Cluster	Raj Kumar MITTAL	Guru Gobind Singh Indraprastha University, New Delhi, India	Second
	964	Inclusive Growth Through Industrial Clusters: Evidences From Firms Operating In Gurgaon Auto Components Cluster	Vijita AGGARWAL	GGSSIP University, India	Third
	1014	The Role Of Entrepreneurial Orientation And Stakeholder Orientation In Family Business Internationalization	Vijay K. PATEL*	Kean University, United States of America	First
	1014	The Role Of Entrepreneurial Orientation And Stakeholder Orientation In Family Business Internationalization	Valerie VACCARO	Kean University, United States of America	Second
	1053	Tata Motors Grihini Social Welfare Society: 'Breaking Stereotypes, Empowering Women'	Shubhi THAKURIA*	Indian Institute of Management, Ahmedabad, India	First
	1053	Tata Motors Grihini Social Welfare Society: 'Breaking Stereotypes, Empowering Women'	Sanjay VERMA	Indian Institute of Management, Ahmedabad, India	Second
Technical Session-16: Financial Markets for Growth and innovative practices	449	Measuring Financial Inclusion Across The World	Dilip AMBARKHANE	Symbiosis International University, India	First
	449	Measuring Financial Inclusion Across The World	Ardhendu Shekhar SINGH *	Symbiosis International University, India	Second
	449	Measuring Financial Inclusion Across The World	Bhama VENKATRAMA NI	Symbiosis International University, India	Third
	511	Loan Loss Provisions And Earnings Management By Indian Commercial Banks.	Smitha NAIR*	Amrita Vishwa Vidyapeetham, India	First
	511	Loan Loss Provisions And Earnings Management By Indian Commercial Banks.	Gopikumar VENUGOPAL*	Amrita Vishwa Vidyapeetham, India	Second

Technical Session	Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
	984	Relationship Between Board Structure And Ipo Underpricing: Evidence From India	Balpreet SINGH*	I. K. Gujral University, India	Sole
Technical Session-17: Inclusive growth and social media	401	Impact Of Social Media And Electronic Word Of Mouth On Purchase Decision Involvement In New Management Paradigm; Theory Of Social Sensitivity	Shantanu PRASAD*	Symbiosis International University, India	Sole
	608	Impact Of User Generated Content On Brand Equity: A Study On Social Media Networks	Mohd. Sarwar ALAM*	Aligarh Muslim University, India	First
	608	Impact Of User Generated Content On Brand Equity: A Study On Social Media Networks	Bilal MUSTAFA KHAN	Aligarh Muslim University, India	Second
	608	Impact Of User Generated Content On Brand Equity: A Study On Social Media Networks	Arif ANWAR	Aligarh Muslim University, India	Third
	978	Empowering Women In Saudi Arabia Through Open And Distance Learning	Abdul GANI*	Central University of Kashmir, India	First
	978	Empowering Women In Saudi Arabia Through Open And Distance Learning	Roshan ARA	Central University of Kashmir, India	Second
Technical Session-18: Health care for sustainable development	507	Healthcare Accessibility At The 'bottom Of The Pyramid' : A Study Of The Scope Of Ehealth In India	Ridhi BHATIA*	Apeejay Stya University, India	First
	507	Healthcare Accessibility At The 'bottom Of The Pyramid' : A Study Of The Scope Of Ehealth In India	Udita TANEJA*	GGs Indraprastha University, India	Second
	897	Students Using Internet To Seek Health Information: An Empirical Study	ASAD AHMAD*	Aligarh Muslim University, India	First
	897	Students Using Internet To Seek Health Information: An Empirical Study	Obaidur RAHMAN	Aligarh Muslim University, India	Second
	897	Students Using Internet To Seek Health Information: An Empirical Study	Mohammed Naved KHAN	Aligarh Muslim University, India	Third
	1046	Mobile Health For Inclusive Growth Among Rural Indian Population	Arjun R.*	National Institute of Technology Karnataka - Surathkal, India	First
	1046	Mobile Health For Inclusive Growth Among Rural Indian Population	Sunil C. D'SOUZA*	NIT Karnataka, India	Second
Technical Session-19: Management of human resources for inclusive growth	382	Technology mediated Collectivization: Narratives From Indian Information Technology Sphere	Mrinmoy MAJUMDER*	Goa Institute of Management, India	Sole
	563	Human Resource Practices And Employee Engagement: A Cross Level Investigation Using An Integrative Approach	Neha GUPTA*	Birla Institute of Technology, India	First

Technical Session	Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
Technical Session-19: Management of human resources for inclusive growth	563	Human Resource Practices And Employee Engagement: A Cross Level Investigation Using An Integrative Approach	Vandna SHARMA	Birla Institute of Technology, India	Second
	937	Research To Study Employee Engagement And Factors Influencing It At Emron	Divya Rajesh KALE*	Pandit Deendayal Petroleum University, India	First
	937	Research To Study Employee Engagement And Factors Influencing It At Emron	Ashutosh MUDULI*	Pandit Deendayal Petroleum University, India	Second
Technical Session-20: SME alliances & leveraging human capital	942	Social Entrepreneurship In India :A Contemporary Case Analysis	Kanwal ANIL*	Ambedkar University India	Sole
	975	What Drives Small And Medium Enterprise Exploration-Exploitation Alliance Formation? A Holistic Perspective	Rohit Subhash PRABHUDESAI *	BITS Pilani Goa Campus, India	First
	975	What Drives Small And Medium Enterprise Exploration-Exploitation Alliance Formation? A Holistic Perspective	C. H. V. V. S. N. V. PRASAD	KK Birla Goa Campus, BITS Pilani, India	Second
	1052	Leveraging The Performance Of Service Sector Employees Through Human Capital Management Practices And Learning Orientation: An Empirical Revelation	Neenu WILSON*	Cochin University of Science & Technology, India	First
	1052	Leveraging The Performance Of Service Sector Employees Through Human Capital Management Practices And Learning Orientation: An Empirical Revelation	Sebastian Rupert MAMPILLY	CUSAT, India	Second
Technical Session-21: Financial Inclusion from a macro perspective	489	Income Diversification And Risk Adjusted Performance: An Indian Banking Sector Perspective	Gopikumar VENUGOPAL*	Amrita Vishwa Vidyapeetham, India	First
	489	Income Diversification And Risk Adjusted Performance: An Indian Banking Sector Perspective	Smitha NAIR*	Amrita Vishwa Vidyapeetham, India	Second
	489	Income Diversification And Risk Adjusted Performance: An Indian Banking Sector Perspective	Regikumar G.	Amrita Vishwa Vidyapeetham, India	Third
	1043	Inclusive & Sustainable Growth: Role Of Reserve Bank Of India	Meenal Sharma JAGTAP*	Amity University, Haryana, India	Sole
	1076	Financial Inclusion And Democracy	Sakshi KHARBANDA*	Jamia Millia Islamia, India	Sole
Technical Session-22: Human Strategic Management for Sustainable development	676	Beyond Relational Demography: The Effect Of Deep Level Diversity Dimension Workplace Spirituality On Organisational Commitment	Nidhi MAHESHWARI*	Asia Pacific Institute of Management, India	Sole

Technical Session	Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
Technical Session-22: Human Strategic Management for Sustainable development	1050	Utilizing Team's Emotional Intelligence: The Mediating Role Of Team Interaction In Enhancing Team Performance	Santoshi SENGUPTA*	Jaypee Institute of Information Technology, India	Sole
	1068	A Study Of Hrm Practices And It's Impact On Organisational Commitment Of Construction Employees In India	Kirti RAJHANS*	National Institute of Construction Management & Research, India	Sole
Technical Session-23: Marketing of food products	655	Analyzing Customer Value Perceptions Towards Nutraceuticals- A Multi-Criteria Decision Approach	Priyanka SINGH*	Punjab Technical University, India	First
	655	Analyzing Customer Value Perceptions Towards Nutraceuticals- A Multi-Criteria Decision Approach	Arun kumar DESHMUKH	Punjab Technical University, India	Second
	675	Factors Influencing Buying Decision Of Ready-To-Eat Packed Food In Mumbai	Poonam Naresh KAKKAD*	University of Mumbai, India	Sole
	887	The Impact Of Odd-Ending Prices On The Consumers's™ Attitude And Buying Behavior: A Study	Santosh KUMAR*	Indian School of Mines, India	First
	887	The Impact Of Odd-Ending Prices On The Consumers's™ Attitude And Buying Behavior: A Study	Mrinalini PANDEY	Indian School of Mines, India	Second
Technical Session-24: Women Empowerment	431	Preferred Image Of Women On Indian Television: An Empirical Analysis	Namrata SANDHU*	Chitkara University, India	First
	431	Preferred Image Of Women On Indian Television: An Empirical Analysis	Dilpreet SINGH*	Chitkara University, India	Second
	935	Attitudinal Barriers In Education: Experiences Of Disabled Women In Odisha	Sankalpa SATAPATHY*	Indian Institute of Management Calcutta, India	Sole
	941	Role Of Microfinance In Alleviation Of Gender Inequality In India	Anshu DAWER*	Asia Pacific Institute of Management, India	Sole
Technical Session-25: Healthcare challenges	613	Maternal Mortality In High Focus States In India: A District Level Adolescent And Reproductive Healthcare Interventions Analysis And Relationship Building	Partha SAHA*	Indian Institute of Technology Kharagpur , India	Sole
	868	Inequity Impact Analysis On Healthcare Indicators: Case Study On Nine High Focus States Of India	Partha SAHA*	Indian Institute of Technology Kharagpur , India	Sole
	961	Health For All: Examining The Challenges And Opportunities	Aditi SHARMA*	Central University of Himachal Pradesh,	First

Technical Session	Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
				India	
Technical Session-25: Healthcare challenges	961	Health For All: Examining The Challenges And Opportunities	Deepak Kumar SHARMA	Central University of Himachal Pradesh, India	Second
Technical Session-26: Business models challenges	666	In Search Of Knowledge: The Evolving Role Of Industry-Academia Collaboration	Abdul GANI*	Central University of Kashmir, India	Sole
	844	Decision Modelling Of Business Rules	Kaumudi AMIN*	Wipro Technologies, India	Sole
	848	Operating Working Capital And Impact On Cash Management.	Rodrigo ZEIDAN*	Fundação Dom Cabral and NYU Shanghai, Brazil	Sole
Technical Session-27: Virtual video presentations	392	Organizational Change Management And Leadership: A Case Of Enterprise Digitization	Kallol BASU*	Kedge Business School, France	Sole
	409	Micro Credit, Gender And Business Performance Of Small Business Organizations : Evidence From Sri Lanka; With Reference To Puttalam District	Chathurani Lakmini Kumari RATHNAYAKA *	General Sir John Kotelawala Defence University, Sri Lanka	First
	409	Micro Credit, Gender And Business Performance Of Small Business Organizations : Evidence From Sri Lanka; With Reference To Puttalam District	Yatiwella Weerakon BANDA	General Sir John Kotelawala Defence University, Sri Lanka	Second
	409	Micro Credit, Gender And Business Performance Of Small Business Organizations : Evidence From Sri Lanka; With Reference To Puttalam District	Dinusha Dushanthi LOKUGE	General Sir John Kotelawala Defence University, Sri Lanka	Third
	680	Thrift Stores - A Business Model to Reach “bottom Of Pyramid (BOP)” In Developing Economies- A Case Study For India	Amanpreet BAJWA*	Humber College, Canada	Sole
Technical Session-28: Virtual video presentations	383	Leveraging The Brand Through Green Initiatives: The Case Of Kinetic Green Ltd	Sangeeta TROTT*	ITM-SIA Business School, India	Sole
	540	Creative Tourism Business Model For The Grass Root Dependents Of Tourism Based Economy	Bharti GUPTA*	Central University of Jammu, India	First
	540	Creative Tourism Business Model For The Grass Root Dependents Of Tourism Based Economy	Asma BASHIR	Central University of Jammu, India	Second
	566	Models For Sustainable Innovation In Emerging Economies	Deepika JOSHI*	Gautam Buddha University, India	First

Technical Session	Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
Technical Session-28: Virtual video presentations	566	Models For Sustainable Innovation In Emerging Economies	Divyani SINGH	Gautam Buddha University, India	Second
	566	Models For Sustainable Innovation In Emerging Economies	Ankur JASWAL	Gautam Buddha University, India	Third
Technical Session-29: Healthcare challenges	667	Women Workers' Commitment To Work And Family	Abdul GANI*	Central University of Kashmir, India	First
	667	Women Workers' Commitment To Work And Family	Roshan ARA	Central University of Kashmir, India	Second
	841	Mobile Health: Essential Health It Services Management Across The Rural India	Arjun R.*	National Institute of Technology Karnataka - Surathkal, India	First
	841	Mobile Health: Essential Health It Services Management Across The Rural India	Sunil Cyprian D'SOUZA*	National Institute of Technology Karnataka - Surathkal, India	Second
	1058	The Impact Of Indian Pharmaceutical Exports On Inclusive Growth Of Sub-Saharan Africa	Ashwin VIJAYAKUMAR *	Paramount Logistics, India	First
	1058	The Impact Of Indian Pharmaceutical Exports On Inclusive Growth Of Sub-Saharan Africa	Karthik SUBRAMANIAN	Freelance	Second
Technical Session-30: Human Strategic Management for Sustainable development	648	Impact Of Ethical Behaviour Of Indian Project Managers On Software Project Performance: A Qualitative Study	Shradha PADHI*	KIIT University, India	First
	648	Impact Of Ethical Behaviour Of Indian Project Managers On Software Project Performance: A Qualitative Study	Sumita MISHRA	KIIT University, India	Second
	773	Employee Voice As A Moderator Between The Constructs Hr Practices, Commitment-To-Change And Successful Change: Validation Through Moderated Structured Equation Modeling	Rohini SHARMA*	National Institute of Technology, Rourkela, India	First
	773	Employee Voice As A Moderator Between The Constructs Hr Practices, Commitment-To-Change And Successful Change: Validation Through Moderated Structured Equation Modeling	Chandan Kumar SAHOO	National Institute of Technology, India	Second
	773	Employee Voice As A Moderator Between The Constructs Hr Practices, Commitment-To-Change And Successful Change: Validation Through Moderated Structured Equation Modeling	Rama Krishna Gupta POTNURU*	National Institute of Technology, India	Third
	773	Employee Voice As A Moderator Between The Constructs Hr Practices, Commitment-To-Change And Successful Change: Validation Through Moderated Structured Equation Modeling	Sambodha JENA	National Institute of Technology, India	Fourth

Technical Session	Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
		Practices, Commitment-To-Change And Successful Change: Validation Through Moderated Structured Equation Modeling		Technology Rourkela, India	
Technical Session-30: Human Strategic Management for Sustainable development	916	Indicators Of Employee Trust Building During Mergers And Acquisitions	Anjali BANSAL*	Mudra Institute of Communications, Ahmedabad (MICA), India	Sole
Technical Session-31: Social marketing reflections	657	Organic Food Products In India: Mainstream Or Niche Market	Gunjan GUMBER*	Maharshi Dayanand University, India	First
	657	Organic Food Products In India: Mainstream Or Niche Market	Jyoti RANA	Maharshi Dayanand University, India	Second
	692	Role Of Service Quality To Meet The Patient Expectations In Private Hospitals In India	Varsha AGARWAL*	Christ University, India	First
	692	Role Of Service Quality To Meet The Patient Expectations In Private Hospitals In India	K. G. JOSE	Christ University, India	Second
	692	Role Of Service Quality To Meet The Patient Expectations In Private Hospitals In India	Ganesh L.	Christ University, India	Third
	989	Theory Of Social Marketing	Sameer DESHPANDE*	University of Lethbridge, Canada	Sole
Technical Session-32: Branding and consumer engagement	476	Persuasive Competence Of Alignable And Non-Alignable Add-On, On Consumer Product Evaluation And Attitude Formation: Specific To Smart Phones	Sandhya GOPALAKRISHNAN*	Amrita University, India	First
	476	Persuasive Competence Of Alignable And Non-Alignable Add-On, On Consumer Product Evaluation And Attitude Formation: Specific To Smart Phones	Sherin SHAJI	Amrita University, India	Second
	616	Examining The Moderating Role Of Brand Perceptions On The Relationship Between Social Environment And Customer Shopping Experience	Priyanka SINGH*	Punjab Technical University, India	First
	616	Examining The Moderating Role Of Brand Perceptions On The Relationship Between Social Environment And Customer Shopping Experience	Harmeen SOCH	I. K. Gujral Punjab Technical University, India	Second
	812	Testing The Effect Of National Stereotypes On Service Evaluations	MICHAEL CHATTALAS*	Kean University, United States of America	First
Technical Session-32: Branding	812	Testing The Effect Of National Stereotypes On Service	Irawati	University of	Second

Technical Session	Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
and consumer engagement		Evaluations	PRIYANTI*	Indonesia, Indonesia	
Technical Session-32: Branding and consumer engagement	812	Testing The Effect Of National Stereotypes On Service Evaluations	Adi Zakaria AFIFF	University of Indonesia, Indonesia	Third
	812	Testing The Effect Of National Stereotypes On Service Evaluations	Rizal EDY	University of Indonesia, Indonesia	Fourth
Technical Session-33: Operations Management & big data	385	Investigating the determinants of Big Data Analytics (BDA) Assimilation in emerging economies of Asia	Kalyan Prasad AGRAWAL*	Chandragupt Institute of Management Patna, India	Sole
	464	Application Of Quality Function Deployment (Qfd) For Tvs: An Analytical Study	Ashu SHARMA*	Narsee Monjee Institute of Management Studies, India	Sole
	688	Reduction Of Wastage Of Perishables In The Supply Chain: The Case Of An Online Grocer In India	Jobin RAJ*	Amrita Vishwa Vidyapeetham University, India	First
	688	Reduction Of Wastage Of Perishables In The Supply Chain: The Case Of An Online Grocer In India	Sanjay BANERJI	Amrita Vishwa Vidyapeetham University, India	Second
Technical Session-34: Bottom of the pyramid challenges	404	Drinking Water Pricing In Bihar: A Mechanism For Sustainable Water Resource Management	Vijaya BANDYOPADH YAYA*	Chandragupt Institute of Management, India	First
	404	Drinking Water Pricing In Bihar: A Mechanism For Sustainable Water Resource Management	Debabrata SAMANTA	Chandragupt Institute of Management, India	Second
	408	Skill Development Initiatives For Community Engagement At Kaggalipura	Smita KAVATEKAR*	Jain University, India	First
	408	Skill Development Initiatives For Community Engagement At Kaggalipura	Vijaya G. S.	Jain University, Saudi Arabia	Second
	1070	Growing With A Purpose: A Social Entrepreneurial Attempt To Elevate Rickshaw Pullers' Plight	Bhawna ANJALY*	Research Associate, India	Sole
Technical Session-35: Building inclusive organizations and society	591	Impact Of Financial Inclusion On The Operational Efficiency Of Selected Banks In Goa - Case Study Analysis	Parasharam Appu PATIL*	Govt. College of Arts, science & Commerce, Quepem, India	First
Technical Session-35: Building	591	Impact Of Financial Inclusion On The Operational Efficiency Of	R. Sathish	Narayan Zantye	Second

Technical Session	Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
inclusive organizations and society		Selected Banks In Goa - Case Study Analysis	BENEDICT*	College of Commerce, India	
Technical Session-35: Building inclusive organizations and society	847	Trade Elasticities Revisited: Empirical Evidence From European Industry-Level Exports To Bric Countries.	Rodrigo ZEIDAN*	FundaÃ§Ã£o Dom Cabral and NYU Shanghai, Brazil	First
	847	Trade Elasticities Revisited: Empirical Evidence From European Industry-Level Exports To Bric Countries.	Svetlana FEDOSEEVA	Germany	Second
	1021	A Study On Work Life Balance Of Teachers In Engineering Colleges In Thiruvananthapuram	Dhanya JOSEPHINE*	CET School of Managemnt, India	Sole
Technical Session-36: Skill Development	682	Manufacturing Exports And Job Creation: A Case Study Of Mississippi, USA	Daniel ASSAMAH	Kean University, United States of America	First
	682	Manufacturing Exports And Job Creation: A Case Study Of Mississippi, USA	Chad MILLER	University of Mississippi, United States of America	Second
	682	Manufacturing Exports And Job Creation: A Case Study Of Mississippi, USA	Michael CHATTALAS*	Kean University, United States of America	Third
	981	Role Of Skill Development In Higher Education In India	Kiran SRIVASTAVA*	Christ University, India	Sole
	1090	Factors Influencing Applicant Willingness To Apply For The Advertised Job Opening Through Social Media: The Mediatlional Role Of Credibility & Satisfaction	Jignesh Jagdishbhai TRIVEDI	Gujarat University, India	First
	1090	Factors Influencing Applicant Willingness To Apply For The Advertised Job Opening Through Social Media: The Mediatlional Role Of Credibility & Satisfaction	Ashutosh MUDULI*	Pandit Deendayal Petroleum University, India	Second
Technical Session-37: Sustainable Growth and Risk Management	528	Master Franchising: As A Business Growth Strategy Of Monginis - A Case Study Analysis	Sohani Pai VAIDYA*	Government College of Arts, Science and Commerce, India	First
	528	Master Franchising: As A Business Growth Strategy Of Monginis - A Case Study Analysis	R. Sathish BENEDICT*	Narayan Zantye College of Commerce, India	Second
Technical Session-37: Sustainable Growth and Risk	891	Bp Oil Spill- A Tale Of Contingent Liability	Avinash ARYA*	William Paterson University, United	First

Technical Session	Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
Management				States of America	
Technical Session-37: Sustainable Growth and Risk Management	891	Bp Oil Spill- A Tale Of Contingent Liability	Sia NASSIRIPOUR	William Paterson University, United States of America	Second
	1027	Sustainable Milk And Milk Products Value Chain : Milkfed, Dairy Cooperatives & Entrepreneur Dairy Farmers In Punjab	Gurdeep SINGH*	Panjab University , Chandigarh, India, India	Sole
Technical Session-38: New avenues in marketing	795	Measuring Customer Service Delivery In The Airlines Sector	Sanjana GUPTA*	Bethany Junior Collge, India	Sole
	911	The Tale Of Two Towns: Rural Consumer Behaviour	Bidhi KASHYAP*	Gauhati University, India	Sole
	1056	Adoption Of Mobile Internet Technology Among Students - A Demographic Study	Akash SOMANGALI KANNAN*	National Institute of Technology, India	First
	1056	Adoption Of Mobile Internet Technology Among Students - A Demographic Study	Jayanth JACOB	Anna University, India	Second
Technical Session-39: Financial Services Sector	513	Hybrid Organizations In Financial Industry Of India	Ardhendu Shekhar SINGH*	Symbiosis International University, India	First
	513	Hybrid Organizations In Financial Industry Of India	Dilip AMBARKHANE	Symbiosis International University, India	Second
	513	Hybrid Organizations In Financial Industry Of India	Bhama VENKATARAM ANI	Symbiosis International University, India	Third
	808	Women Employees In Indian Banking Sector And Their Perception On Training	Vijayalakshmi NEDUNGILLI*	Great lakes Institute of Management, India	Sole
	945	Payment Banks And Small Finance Banks In India: A Primer	Kanwal ANIL*	Ambekar University, India	Sole
Technical Session-40: Talent management and employee engagement	588	Organizational Talent Management And Employer Branding	Kamlesh KUMAR MAURYA*	Banaras Hindu University, India	Sole
	1022	Implementation Of Roi Process In Indian Companies: A Case Study Approach	Sonali WAGLE*	ROI Institute (USA), India	Sole
	581	Workplace Spirituality And Work Outcomes: The Role Of Employee Engagement.	Manju MAHIPALAN*	National Institute of Technology Karnataka,	First

Technical Session	Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
				India	
	581	Workplace Spirituality And Work Outcomes: The Role Of Employee Engagement.	Sheena	National Institute of Technology Karnataka, India	Second
Technical Session-41: Human sustainable management	512	Participatory HRM And Firm Performance: Testing The Mediating Role Of Organizational Climate	Subhash C. KUNDU*	Guru Jambheshwar University of Science & Technology, India	First
	512	Participatory HRM And Firm Performance: Testing The Mediating Role Of Organizational Climate	Neha GAHLAWAT*	Guru Jambheshwar University of Science & Technology, India	Second
	1071	Inclusive Growth Of Fishermen Community In Kerala Through The Empowerment Of Fisherwomen	Sukumaran VEENA PRIYA*	M. G. University, India	Sole
	523	Perceived Diversity Within Management Levels And Organizational Performance: A Study In The Indian Context	Subhash C. KUNDU*	Guru Jambheshwar University of Science & Technology, India	First
	523	Perceived Diversity Within Management Levels And Organizational Performance: A Study In The Indian Context	Archana MOR*	Guru Jambheshwar University of Science & Technology, India	Second

Book presentation

Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
617	Potential Of The Silver Economy In Ageing Europe Dealing With Persistent Debt Crisis And Problems In The Labor Market	Gabriela DOVALOVA*	Slovak Academy of Sciences, Slovakia	First
		Veronika HVOZDIKOVA*	Slovak Academy of Sciences, Slovakia	Second
		Boris HOSOFF*	Slovak Academy of Sciences, Slovakia	Third

Special Session for Posters & In-Absentia submissions

Submission ID no.	Submission Title	Author name (* denotes registered / attending author)	Affiliation	Author Sequence
402	Rural Consumer Buying Behavior In Areas Of Indo-Gangetic Plains	Shubham BAWA*	Indian Institute of Management Raipur, India	First
402	Rural Consumer Buying Behavior In Areas Of Indo-Gangetic Plains	Soumya MISHRA	Indian Institute of Management Raipur, India	Second
402	Rural Consumer Buying Behavior In Areas Of Indo-Gangetic Plains	Harshita TOLIA	Indian Institute of Management Raipur, India	Third
456	Strategic Management: A New Perspective On How Business Analytics Aids To Deliver Sustainable Customer Delight	Rohit RAMANUJAM*	Philips India, India	Sole
493	Motivation: Its Influence On Work In Management Graduates	Shipra SHRIVASTAVA*	Meerut Institute of Technology, India	First
493	Motivation: Its Influence On Work In Management Graduates	Vaishali GOEL	Meerut Institute of Technology, India	Second
493	Motivation: Its Influence On Work In Management Graduates	Sandeep KAPOOR	Meerut Institute of Technology, India	Third
499	Models For Sustainable Innovation In Emerging Economies	Deepika JOSHI*	Gautam Buddha University, India	Sole
512	Participatory Hrm And Firm Performance: Testing The Mediating Role Of Organizational Climate	Subhash C. KUNDU*	Guru Jambheshwar University of Science & Technology, India	First
512	Participatory Hrm And Firm Performance: Testing The Mediating Role Of Organizational Climate	Neha GAHLAWAT*	Guru Jambheshwar University of Science & Technology, India	Second
517	Spiritual Intelligence- A New Dimension For Employees Psychological Well-Being	Divya GAUTAM*	Amity University, India	First
517	Spiritual Intelligence- A New Dimension For Employees Psychological Well-Being	Parul JHAJHARIA	Amity University, India	Second
520	Customer Preference For Brick-And-Mortar Store Over Online Store	Sushil Kumar BARANWAL*	Birla Institute of Management Technology, India	First
520	Customer Preference For Brick-And-Mortar Store Over Online Store	Manya JHA*	Birla Institute of Management Technology, India	Second

Submission ID no.	Submission Title	Author name (* denotes registered / attending author)	Affiliation	Author Sequence
520	Customer Preference For Brick-And-Mortar Store Over Online Store	Pooja MISRA	Birla institute of Management Technology, India	Third
523	Perceived Diversity Within Management Levels And Organizational Performance: A Study In The Indian Context	Subhash C. KUNDU*	Guru Jambheshwar University of Science & Technology, India	First
523	Perceived Diversity Within Management Levels And Organizational Performance: A Study In The Indian Context	Archana MOR*	Guru Jambheshwar University of Science and Technology, India	Second
544	Challenges To Building Green In India	Meenakshi SHARMA*	Birla Institute of Technology, India	First
544	Challenges To Building Green In India	Pooja RAI	Birla Institute of Technology, India	Second
570	Highs And Lows Of Communicating Corporate Social Responsibility On Social Media	Simmi DHYANI*	Birla Institue of Technology, India	First
570	Highs And Lows Of Communicating Corporate Social Responsibility On Social Media	Meenakshi SHARMA*	Birla Institute of Technology, India	Second
575	Real-World Utility Of Plc Theory: A Delphi-Based Analysis Of Practitioners Perspective	Sivaraman MANOHARAN*	B. M. S. College of Engineering, India	First
575	Real-World Utility Of Plc Theory: A Delphi-Based Analysis Of Practitioners Perspective	Narasimha MURTHY	BMS College of Engineering, India	Second
578	Moderating Role Of Face Consciousness On The Relationship Between Image Congruence And Behavioral Intention: A Study Of Smartphone Market	Kuljit KAUR*	I. K. Gujral Punjab Technical University, India	First
578	Moderating Role Of Face Consciousness On The Relationship Between Image Congruence And Behavioral Intention: A Study Of Smartphone Market	Harmeen SOCH	I. K. Gujral Punjab Technical University, India	Second
583	Willingness To Purchase Legal Digital Music In India	Jatin Umesh SHRIYAN*	Amrita School of Business, India	Sole
619	Prediction Of Determinants Of Merger & Acquisition: An Empirical Analysis Of Indian Manufacturing And Service Sector	Pragyan DASH*	National Institute of Technology Rourkela, India	First
619	Prediction Of Determinants Of Merger & Acquisition: An Empirical Analysis Of Indian Manufacturing And Service Sector	N. M. LEEPSA	National Institute of Technology Rourkela, India	Second
634	Extension Of Technology Acceptance Model (Tam) And Theory Of Diffusion Of Innovation: A Study On Managing Service Quality And Intention To Use Internet Banking	Anoop K. K.*	Mahatma Gandhi University, India	Sole

Submission ID no.	Submission Title	Author name (* denotes registered / attending author)	Affiliation	Author Sequence
798	Knowledge Management Of A Company: The Dimensionality Of Knowledge Management	Lakshmaiah BOTLA*	Symbiosis International University, India	First
798	Knowledge Management Of A Company: The Dimensionality Of Knowledge Management	Harigopal KONDUR	Institute of Advanced Management Education and Entrepreneurship, India	Second
807	Accelerating Financial Outreach By Commercial Banks Through Collaborative Actions	Deepa PILLAI*	Symbiosis School of Banking and Finance, India	First
807	Accelerating Financial Outreach By Commercial Banks Through Collaborative Actions	Shirly ABRAHAM*	Indira institute of Management, India	Second
818	Social Bottom Line Of Microfinance Institutions (MFIs) In Rajasthan: A Comparative Analysis Of Different Regulatory Models Of Microfinance	Bhawani Singh Singh RATHORE*	JK Lakshmipat University, India	First
818	Social Bottom Line Of Microfinance Institutions (MFIs) In Rajasthan: A Comparative Analysis Of Different Regulatory Models Of Microfinance	Upinder DHAR	JK Lakshmipat University, India	Second
851	Barriers And Facilitators For Education Of Students With Speech And Hearing Impairment As Perceived By Teachers: A Case Study In Bangalore	Madhavi R.*	Jain University, India	First
851	Barriers And Facilitators For Education Of Students With Speech And Hearing Impairment As Perceived By Teachers: A Case Study In Bangalore	Easwaran IYER*	Jain University, India	Second
851	Barriers And Facilitators For Education Of Students With Speech And Hearing Impairment As Perceived By Teachers: A Case Study In Bangalore	Vasu B. A.*	Jain University, India	Third
851	Barriers And Facilitators For Education Of Students With Speech And Hearing Impairment As Perceived By Teachers: A Case Study In Bangalore	Meeramani NOOJI*	Jain University, India	Fourth
882	Work Family Interface And Understanding Of Organisational Variables	Siddhartha satish SAXENA*	Ahmedabad University, India	Sole
884	Financial Management Practices Of Micro, Small And Medium Enterprises In Goa - Case Study Analysis	ATMARAM MANOHAR TARPE*	M.E.S. College of Arts & Commerce, India	First
910	To Study The Link Between Learning Style Diversity And Team Performance With Mediating Role Of Relationship Conflict	VARSHA DIXIT*	Gautam Buddha University, India	First
910	To Study The Link Between Learning Style Diversity And Team Performance With Mediating Role Of Relationship Conflict	Pooja TIWARI	Gautam Buddha University, India	Second
1024	Exploring Online Consumers' Decision Making Process And Their	Oly MISHRA*	Andhra University, India	Sole

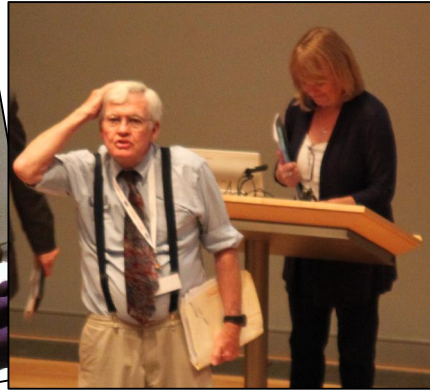
Submission ID no.	Submission Title	Author name (* denotes registered / attending author)	Affiliation	Author Sequence
	Personality Types			
1029	The Impact Of Performance Management System On Employee Involvement Moderated By Employee Acceptance: A Survey Among Scientists In R&D Organizations	Tessla ARAKAL*	CUSAT, India	First
1029	The Impact Of Performance Management System On Employee Involvement Moderated By Employee Acceptance: A Survey Among Scientists In R&D Organizations	Sebastian Rupert MAMPILLY	CUSAT, India	Second
1078	Valuation Of Land For Feasibility Study Of Infrastructure Projects	Mahesh Mukund THAKUR*	Doctoral scholar at Pacific University, India	First
1078	Valuation Of Land For Feasibility Study Of Infrastructure Projects	Suchismitaa SENGUPTA*	IES Management College and Research Centre, India	Second
1055	Employee Engagement	Palak Bhavesh DHAMECHA*	Pandit Deendayal Petroleum University, India	First
1055	Employee Engagement	Jai Suresh BAKLIYA*	Pandit Deendayal Petroleum University, India	Second
1071	Inclusive Growth Of Fishermen Community In Kerala Through The Empowerment Of Fisherwomen	Sukumaran VEENA PRIYA*	M. G. University, India	Sole
1074	The Onset Of The Neon Tool And Its Many Benefits And Popularity In Workforce Planning In Ericsson India	Hilsa MISHRA*	Ansal University, India	First
1074	The Onset Of The Neon Tool And Its Many Benefits And Popularity In Workforce Planning In Ericsson India	Puja Chhabra SHARMA	Ansal University, India	Second
1074	The Onset Of The Neon Tool And Its Many Benefits And Popularity In Workforce Planning In Ericsson India	Shila P.K. UNNI	Ansal University, India	Third

Participants' list

List of people attending the conference as participants / observers

Participant No.	Participant name	Affiliation
P225	Caroline NAZARETH	National Institute of Mental Health & Neuro Science, India
P226	Parvathi RACHAKONDA	IBM, India
P228	Anubhav MISHRA	Indian Institute of Management Lucknow, India
P229	Rucha JOSHI	Purdue University, United States of America
P331	Aryo SETYOSO	Bank of Indonesia, Indonesia
P332	Yustitia Asri ERTANINGRUM	Bank of Indonesia, Indonesia
P333	Bala SHETTY	Mays Business School, Texas A&M University, United States of America
P339	Gurvinder SINGH	Punjabi University Guru Kashi Campus, India
P440	Lakshmi IYER	Institute of Management, Christ University, India
P441	Suchismita BANERJEE	IBM, India
P442	Varun VIBHASH	Christ University, India
P444	M. VENKATESHWARLU	National Institute of Industrial Engineering, India
P445	Vivek G. S.	Siddaganga Institute of Technology, India
P446	D. N. S. KUMAR	Christ University, India
P449	Abhishek VIJAYGOPAL	Indian Institute of Management Bangalore, India
P550	Rohit GUPTA	Indian Institute of Management Bangalore, India
P553	Charan SINGH	Indian Institute of Management Bangalore, India
P554	Tusshar AGARWAL	India
P556	Subodh NAIDU	S. V. University, India
P557	Sabina SHAMIN	India
P558	Lakshmi SAINATH	S. V. University, India

Glimpses of 2014 IMRA ABRM International Conference, Cambridge, United Kingdom



**Glimpses of 2014 IMRA Kean International Conference, New Jersey,
United States of America**



Glimpses of 2013 IMRA & RIT-ACMT International Conference, Zagreb, Croatia



IMRA

IMRA & RIT-ACMT International Conference

Zagreb, Croatia: 16-17 May, 2013

www.imraweb.org

RIT | AMERICAN COLLEGE OF
MANAGEMENT AND TECHNOLOGY



Glimpses of 2012 IMRA International Conference, London, United Kingdom



Feedback by participants

The following is a brief summary of the feedback from the feedback forms, video clips and emails by some of participants for the IMRA International Conferences held at different times: (*randomly ordered*). A detailed feedback for the same is available on <http://www.imraweb.org/feedback>



“Thank you for wonderful occasion to meet interesting and clever people.”
Veronica VRAGALEVA *University of the Academy of Science of Moldova, Chisinau, Moldova*

“Wonderful venue, surprisingly insightful programme”.

Scott LEE *University of Nevada at Las Vegas, United States of America*



“1st of all thank you very much for very well organized conference, I really enjoy it! I never attend so well-organized conference before.”
Kamila BORSEKOVA *University of MatejBel, Banská Bystrica, Slovakia*

“Thank you for such a thoughtful conference. I particularly enjoyed the opening session speakers and the closing session speakers.”
Paul POPPLER *Bellevue University College of Business, Bellevue, United States of America*



“Really enjoyed the conference, some good key speeches! lovely fruit and of course the paparazzi!!”
Parminder JOHAL *University of Derby, Derby, United Kingdom*

“Nice people, nice discussions, excellent organization! Interesting presentations and ideas. All in all, a perfect conference!”
Timo ZUMBRO *University of Muenster, Germany*



“Excellent conference in every sense. Papers were interesting, innovative and well delivered. Venue and support were perfect. Superb organization of event made for a relaxed, productive opportunity for academic exchange.”
Valerie Priscilla GOBY *College of Business Zayed University, United Arab Emirates*

“The whole conference has been extremely successful and contributed to my research experience. I therefore recommend all to participate in the future IMRA conferences.

Andrews OWUSU *Robert Gordon University, Aberdeen, United Kingdom*



“I would like to thank you and all members of the organizing committee for one of the best organization I involved in. Everything was in perfect order and I enjoyed every session I attended. Hope to see you in future organization.”

Halil YILDIRIM *BulentEcevit University Zonguldak, Turkey*

“A timely effort by IMRA to focus on research works intended for emerging markets which provides lots of technological innovation and business opportunities. I would expect to conduct this event in the coming years also.”

Rifat SHARMELLY *The Australian School of Business, University of New South Wales, Sydney, Australia*



“Very inspiring. Great examples of inter-disciplinary approach. Wide geography of participants is a big plus and advantage of the IMRA Conference.”

Andris OZOLS *Daugavpils University, Duagavpils, Latvia*

“Really an international conference, with a very good organization and opportunities to create relationships for future research activities.”

Luisa BOSETTI *University of Brescia, Italy*

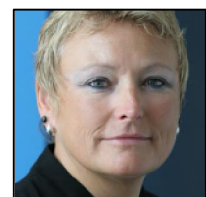


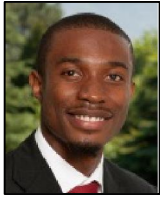
“Excellent”

Abdul TAMBİ *UniversitiTeknologi MARA, Perak, Malaysia*

“Very focused event; Good for Networking ; Well Organized ; Friendly! THANK YOU TOO!! It was a super conference. Really enjoyed it. Met some super people including you!! Hope all well and keep in touch.”

Stephanie JONES *Maastricht School of Management, Netherlands*



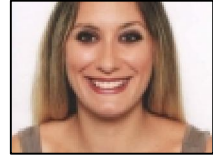


“Wonderful opportunity for post-graduate students to present their research outcomes.”

Patrick EBEWO *Tshwane University of Technology, Pretoria, South Africa*

“This conference was worth of attending and a very nice experience that I will remember all my life.”

Maja BRACIC *Student, RIT / American College of Management & Technology (ACMT), Zagreb, Croatia*



“A very well organized conference. It is beneficial (and) helpful for all groups of people: Researchers, Businessmen, Students, Academics and practitioners. It is an appropriate way to flourish and enhance your network and awareness of different people all over the world. I thoroughly enjoyed all the conference, it was very well organised. Most of the presentations were so engaging and very beneficial. It was really a very good experience for me

personally. The conference is over but still it will be remembered due to the way it is conducted. I do believe that everyone attended is satisfied with the outcome of the conference and this could only become possible because of the organisers who put their best to organise it in the best possible manner. I thank you once again for your effort exerted in the conference and making it one of the memorable events in research activities. Looking forward to actively participate in any events or activities that will come soon.”

Marwa ANIS *Loughborough University, Cairo, Egypt*

“A multi-disciplinary platform for academics to exchange ideas and research experience on topical issues with practical relevance. I really liked the conference and hope to be able to take part in it again. When I came back I did inform my colleagues about the conference and sent them the links.”

Messaoud MEHAFDI *University of Huddersfield, Huddersfield, United Kingdom*



“I was highly impressed with the level of support and feedback received on emailed queries. Very competent organizing team. Thank you!”

Rozenda HENDRICKSE *Cape Peninsula University of Technology, South Africa*

“Superb in all aspects.”

Mohammad Shajib KHADEM *Vodafone Hutchison Australia Project, Sydney, Australia*



“I would like to congratulate you for the wonderful conference. I also would like to ask you to thank Jeanie (sp.) and Alexandra (sp.) for all the trouble they went through on my account.”

Kaizo BELTRAO *EBAPE/FGV, Rio de Janeiro, Brazil*

Announcement: IMRA Seminars & Workshops in your City



IMRA Seminars & Workshops in your City

IMRA invites expression of interest for

Chairperson to lead

IMRA Seminars & Workshops in your city

Contact IMRA to apply.

Announcement: Future IMRA International Conferences



IMRA International Conferences

IMRA invites expression of interest to

host / co-host / collaborate for

IMRA International Conferences in 2016, 2017, 2018, 2019 and 2020

Contact IMRA to apply.

Contact details for 2015 IMRA-IIMB International Conference

London, United Kingdom

International Management Research Academy
(IMRA)
34 New House,
67-68 Hatton Garden,
London EC1N 8JY
England
United Kingdom

Bengaluru (Bangalore), India

Indian Institute of Management Bangalore
(IIMB)
Bannerghatta Road,
Bilekahalli,
Bengaluru (Bangalore): 560076
Karnataka
India

Any questions? Due to a large number of emails we are receiving, we kindly request you, before sending us any email for any queries, please spend some time and read carefully the 'Conference Brochure & Call for Submissions' document available on our website. Kindly also read 'Frequently Asked Questions (FAQs)' on <http://www.imraweb.org/faqs>

Emails: (1) For 2015 IMRA-IIMB International Conference: 2015india@imraweb.org
(2) For other queries at IMRA: info@imraweb.org

Websites: (1) Conference Webpage: <http://www.imraweb.org/conferences/2015india>
(2) IMRA: <http://www.imraweb.org>
(3) IIMB: <http://www.iimb.ernet.in>

Join the discussion with the IMRA members on

- Join IMRA Group on LinkedIn: <http://www.linkedin.com/groups/IMRA-International-Management-Research-Academy-4165118>
- "Like" IMRA on Facebook: <http://www.facebook.com/imraweb>
- [Watch](#) Videos & Photos of IMRA
- Follow IMRA on Twitter: <http://www.twitter.com/imraweb>

Disclaimer

This conference is subject to the terms and conditions mentioned on www.imraweb.org/disclaimer changing from time to time.

**International Management Research Academy (IMRA)
London, United Kingdom**

in collaboration with

**Indian Institute of Management Bangalore (IIMB)
Bengaluru (Bangalore), India**

presents

**2015 IMRA-IIMB International Conference
16-18 December, 2015**

**“Inclusive Growth & Profits with Purpose:
New Management Paradigm”**

**Venue: Indian Institute of Management Bangalore (IIMB),
Bannerghatta Road, Bengaluru (Bangalore), Karnataka, India**



**Conference
Extended Abstracts**

TECHNOLOGY MEDIATED COLLECTIVIZATION: NARRATIVES FROM INDIAN INFORMATION TECHNOLOGY SPHERE

Submission ID: 382

Mrinmoy Majumder, Goa Institute of Management, India

Extended abstract

The traditional industrial relations framework acknowledges the role of trade unions in determining workplace relationships. Such understanding mainly emerges from manufacturing and labour intensive sectors. Whereas, in information technology (IT) sector in India this particular actor (union) has not had a formal evolution due to numerous factors associated with the sector. The aim of this article is to look at the new emerging force (technology) that is driving the process of collectivization in the absence of trade union. Hence, this working paper addresses the question of how technology mediates between 'work' and 'worker' in the Indian IT sector, thereby focusing on new forms of mediation. It also highlights pertinent macro workforce related issues plaguing the IT sector.

Information technology (IT) is not merely a sector producing software solutions for its clients (Arora and Athreye, 2002). In today's context, IT is aligned and integrated with other sectors such as manufacturing, banking and retail. Its services are fuelling "large banks, insurance companies, finance companies, and virtually every organization" (Arora and Athreye, 2002, p.254). Apart from software development, IT also includes call centre services and outsourcing units.

IT sector (including calling centres) in India never had a tradition of strong trade union (Taylor & Bain, 2005). It is not the case in manufacturing and other labour intensive sectors, as trade unions play a vital role in industrial relations (Dunlop, 1958). A key indicator that has escalated IT sector in Bangalore, is its historically scattered and mild working class collectivization as compared to the intense labour movements holding a strong position in cities like Bombay, Calcutta and Madras (Nair, 2005). Therefore, it seemed appropriate for global IT firms set foot in Bangalore and enlarge their local base through outsourcing services and development centres. Furthermore, trade union being the missing actor within IT workplace dynamics has nourished the image of contemporary organizations. In such contemporary organizations, trade union seems obsolete and irrelevant considering the nature of work and class of workers who are seldom in need of representation. While, there are also tendency from the IT organizations and industry body (Nasscom) to not facilitate formal collectivization at the workplace (Taylor et al., 2008). This tendency has emerged from the traditional militant rule (Morris, 1955; Das, 1999; Pedersen, 2001; Geert De Neve, 2008) of trade unions prevailed in India since post-independence especially in manufacturing and mill processing units (Copley, 1987; Bhowmik, 2009). Whereas, with the emergence of IT organizations, the traditional face of trade unions may have been diluted and contrarily in such case, trade unions may be emerging in different forms. One of the different forms can be 'mediation' routed through technologies in contemporary organizations like IT.

In IT, mediation takes place between workers and their respective work as they (IT workers) are completely immersed in technologies to perform the prescribed tasks. In such case, the presence of technologies is taking mediation to a different level, thereby altering the process of collectivization which is otherwise formally restricted.

During industrialization, trade unions played an active role in representing workers in front of their employer (Tripathi, and Parmatam, 1988; Mamkoottam, 2006; Neilson,

and Bill, 2009; Sinha, et al. 2013). However, in the absence of it, the scope of representation has moved beyond the periphery of formal collectivization. This scope or the situation has set its sight on technologies to be the mediator between workers and work within the confines of the organization.

This working paper will be focusing on technology-mediated relational aspect between workers and their work. Focusing on how this mediation process is unravelling the new face of workers' collectivization in the absence of a formal trade union. Analysing the current scenario will enable scholars to predict the future industrial relations trends of contemporary organizations (where formal collectivization seems obsolete and irrelevant).

Reference available upon request

Leveraging the brand through green initiatives-The case of Kinetic Green Ltd

Submission ID: 383

Sangeeta Trott, Associate professor-Marketing, India

Extended abstract

'The diversification of the firm into low speed electric vehicles meant for so called niche applications such as golf carts, garbage carriers will help to leverage the brand Kinetic-Sulaija Firodia Motiwani(vice chairman-Kinetic green and energy solutions ltd)'

Introduction –Kinetic the brand that has always been known for trust and reliability has been noted in the history for well known revolutionary brands like, Luna, Kinetic Honda etc. As a part of the strategy to derisk the business through diversification and concentrate on niche segment the company sold its debt ridden business to Mahindra and Mahindra for 110 crores in July 2008 .It diversified the brand by entering into the segment of green vehicles as Kinetic green. Kinetic Green 'popularly known as Kinetic green and power solutions ltd emerged as the powerful strategy of leveraging the brand in the competitive world. It was set up by Arun Firodia; with Sulaija Firodia as the vice chairman.This paper seeks to analyze how the introduction of Battery operated vehicles (BOV'S) has leveraged the brand Kinetic. (With special reference to green supply chain activities.)

Objectives of the study

The main objectives of the case are:

- To understand the various green supply chain initiatives taken by the company.To analyze how green supply chain initiatives has leveraged the corporate brand 'Kinetic'.

Data collection

Data was collected through both primary and secondary sources. For primary sources Questionnaire method and personal interview method was used. Secondary data sources include, annual reports brochures .There were two sets of questionnaire which were designed. One based on green supply chain and one based on brand leverage.

Data Analysis

Data was analyzed qualitatively in order to understand the role of green supply chain in leveraging the brand Kinetic

Managerial implications

The study can be of great use to the other corporate world to adopt green supply chain as a method to leverage the brand trying to build a greener country and greener tomorrow.

Outline of the case

Introduction

Kinetic engineering works cater to wide variety of segments over the years. With passage of time, it started realizing that its two wheeler segment was not giving much profit and failed to attract consumers who started thinking beyond Kinetic.

Profile of the company

Kinetic Green popularly known as Kinetic green and power solutions is a part of Firodia group. It is set up in Pune, the automobile capital of India. Kinetic green has recently developed Battery operated vehicles (BOV) as an increasing commitment towards the environment's Sulaijia Motwani is the Vice chairman of the company who actually looks into strategies related to Kinetic Green.

Product ranges

Kinetic green has range of models in battery operated vehicles (2seater-14 seater) which can be put into various categories:

- a) a golf course
- b) responsible tourism
- c) lavish hospitality
- d) Campus smartness.

The case is divided into two parts. Part A explains the implementation of green supply chain at Kinetic Green. Part B explains the contribution of green supply chain in successful brand leverage of Kinetic .

Part A: implementation of green supply chain at Kinetic green.

Due to increased commitment towards the environment, Kinetic green has been effectively implementing green supply chain for its battery operated vehicles. The green supply chain is composed of various components like eco-procurement, co product design, co manufacturing eco marketing reverse logistics.

Eco procurement-The Company effectively follows eco procurement policy with regard to each of its components. The company maintains design specification with the suppliers and maintains a special environmental audit for supplier's management. Special training sessions are held to provide education to the suppliers.

Eco product design –the company takes all possible efforts for effective designing of BOV .It makes use of advance and deep cycle battery. It makes use of motors which can withstand toughest environmental conditions.

Eco manufacturing –It avoids the use of hazardous process during the manufacturing process .During the manufacturing process, the company also makes use of renewable energy and also considers environmental issue in production planning and control.

Eco marketing –As a part of promotional campaigns the company participates in exhibition and shows to create awareness about its brands.

Reverse logistics-All efforts are take for the recycle and reuse of the different part.

Part B: Contribution of green supply chain in leveraging the brand Kinetic

Green supply chain has played an effective role in leveraging the corporate brand Kinetic. The brand Kinetic which was well associated by the consumers with engineering innovation and technology was given a green bend by launch of Kinetic green. The success behind Kinetic green is effective green supply chain management which has created a unique diversification for the brand. The contribution of green supply chain in leveraging the brand can be discusses under following sub points.

Brand awareness-effective implementation of green supply chain management at Kinetic Green has created enhanced the brand awareness about the brand Kinetic. Till now consumers were only aware about kinetic expertise in the field of engineering innovation and technology, but implementation of green supply chain has created strong brand awareness about company's commitment to environmental protection.

Brand association-Effective implementation of green supply chain management has leveraged the brand Kinetic as the launch of kinetic green has created unique association in terms of environmental preferences by the consumer.

Brand loyalty-Effective implementation of green supply chain management at Kinetic Green has also been one of the factors for driving brand loyalty as consumers prefer brands which are good to the environment.

Brand image-effective green supply chain implementation has leveraged the brand Kinetic successfully and environmental considerations have acted as a catalyst in enhancing the brand image.

Perceived quality: Green supply chain initiatives have enhanced the perceived quality of the brand Kinetic. Kinetic green brands occupy an upper hand in the market due to their environmental considerations.

Conclusion

Therefore, effective implementation of green supply chain management has acted as an important catalyst in successfully leveraging the brand Kinetic into Kinetic Green. The environmental considerations have worked wonders in creating a strong identity in the niche segment.

Reference available upon request

Investigating the determinants of Big Data Analytics (BDA) assimilation in emerging economies of Asia

Submission ID: 385

Kalyan Prasad Agrawal, Chandragupt Institute of Management Patna India, India

Extended abstract

Big Data Analytics (BDA), an emerging technology that can provide strategic, operational and other advantages is yet to see significant rates of assimilation in the organizations across the industries. Since recent IS research lack focus about this technology and the determinants that impact its organizational adoption, present study has developed and validated a research model to examine the contextual factors that influence BDA assimilation in the context of two emerging economies of Asia, China and India, using diffusion of innovation (DoI) theory (Rogers, 1995), institutional theory (Paul et.al, 1983), and Technology-Organization-Environment (TOE) framework (Tornatzky et.al, 1990). Data collected from 106 organizations is tested and the results and implications contribute to understanding of the determinants affecting BDA assimilation.

There are several contributions of this study. As TOE framework presents a reasonable skeleton to analyze and consider suitable factors that can influence business innovation-adoption decisions, this study empirically verifies and supports the applicability of the TOE framework in understanding BDA assimilation in emerging economies.

Out of several key findings, six variables i.e., complexity, compatibility, regulatory support, organizational size, competition intensity, and environmental uncertainty were found to be significant determinants of BDA assimilation, and three variables i.e., relative advantage, absorptive capacity, and technological resource competence were found to be insignificant determinants. Out of the six determinants, regulatory support and complexity are inhibitors, and other determinants are facilitators of BDA assimilation. In this study, regulatory support was found to be the most influential factor affecting BDA assimilation and complexity was the next most influential predictor.

This study also found two significant determinants of BDA adoption, environmental uncertainty and regulatory support, which were little explored in the prior technology adoption research. Thus, this study has contributed several valuable and important implications for BDA assimilation research and practice.

Reference available upon request

Inclusive Growth: Economics as if People Mattered

Submission ID: 386

Aruni Mitra, University of British Columbia, Canada
Debasmita Das, Jadavpur University, India

Extended abstract

The main contribution of the paper is two-fold: one is a formalization of the eclectic idea of inclusive growth through a suitable index construction; and secondly, coming up with a theoretical framework with rational agents whereby additional employment generation emerges as an instrument of inclusive growth, without reducing firms' profits.

While the term "inclusive growth" has been widely used by policy-makers for quite some time now, oddly enough, little attention has been paid to rigorously define the term and consequently quantify it. In different discourses of policy debate, inclusive growth has stood for a wide spectrum of underlying meanings: broad-based equitable growth (which itself is multifaceted with various equity issues like gender equity, income equity, etc. being embedded in it), growth with human capital development, pro-poor growth, accessible and participatory growth, sustainable growth and many such similar concepts. Earlier attempts to formalize the definition of inclusive growth construe it as a measure of a combination of the growth of national income and income inequality (Anand et al., 2013). While this approach is certainly helpful in bringing together the two strands of Economics research, namely, poverty-inequality analysis and the growth literature, it fails to capture the broader nature of the widely accepted connotations about inclusive growth.

The present paper attempts, probably for the first time in the literature, to provide a meaningful holistic definition of inclusive growth. The task of creating a formal definition remains incomplete for tangible policy recommendations if no method of quantifying that definition is available. Hence the paper also identifies an entire gamut of at least fifteen quantifiable performance indicators that not only facilitates to measure the degree of inclusive growth achieved by any economy, but also ensures the feasibility of inter-regional comparisons in achievement of different facets of inclusive growth. These performance indicators are broadly classified into four pillars, which are as follows.

(A) Expansion of economic opportunities: Expansion of economic activities would be indexed by variables like the growth in per capita GDP measured in Purchasing Power Parity (PPP) dollars, growth in employment generation, infrastructure development indicators like spread of electricity, paved roads, etc.

(B) Sustainability of economic activity: It should be understood as being captured by anything that is a possible determinant of long run economic well-being, e.g., human capital development as measured by different education and health attainment indicators. It also encompasses the issue of environmental management, which can be captured by indicators like the per capita carbon emissions, change in forest area, etc.

(C) Equity in access to socio-economic opportunities: This is probably the most eclectic aspect of inclusive growth. It includes indicators of gender equity, income distribution, financial inclusion and the depth of social safety nets.

(D) Efficiency of economic institutions: The measurement of inclusive growth remains incomplete without enumerating the role of properly functioning institutions that are responsible for ensuring inclusive growth. Indicators like Corruption Perception Index, government effectiveness and voice and accountability index help in calibrating the efficiency of economic institutions.

The above four pillars are now integrated into the Inclusive Growth Index (IGI). The IGI is constructed using three tiers of integration: first, approximately fifteen indicators are suitably normalized, then they are integrated into their respective pillars using suitable weights, and finally these four pillars are given equal weights in the construction of the IGI. With the IGI serving as a variable, we are in a position to run regressions that can possibly validate or negate the causal relationship between inclusive growth and other variables like poverty reduction, trade openness, financial openness, etc. in a cross-section of countries. Relevant data are sourced from United Nations' different department reports. Our prime focus while running these regressions would be to investigate how simple economic growth of countries is correlated with their inclusive growth. These findings obviously carry implications for important policy recommendations. Also, a special case study will be done on the comparison of the two emerging Asian giants – India and China.

Once the definition and enumeration technique of inclusive growth is well founded, the paper attempts to depict, through a theoretical model, the interplay of the various components of inclusive growth. While standard endogenous growth models by Romer (1986), Lucas (1988), Barro (1990) and others take into account the important roles of human capital, public expenditure and "learning-by-doing" externalities in driving economic growth, they typically miss out on the strategic role of the rational microeconomic agents (namely, the firms and the worker-consumer) that undoubtedly has a bearing on the inclusive growth attainment. The theoretical model in our paper incorporates the role of strategic agents that determines inclusive growth.

We propose a general equilibrium framework consisting of two players: workers who potentially choose to shirk at their workplace in the absence of any supervision by the management and the profit-maximizing firm. A theoretical analysis based on the above framework identifies that additional employment in the firm can be generated by a structural change in the supervision technology and possibly an ownership restructuring of the firm with the support of the government. Employment generation is a key determinant of achieving inclusive growth because it not only helps to reduce the exclusion of a section of the potential workforce from participation in the growth process, but also opens up avenues for financial inclusion and more equitable income distribution. This has become of utmost importance particularly now, with the demographic structure of a vast majority of the developing countries being highly skewed towards the young and potentially working population. It is a long-standing belief in neoclassical economics that additional employment generation in a profit maximizing firm is not possible without reducing the firm's profit. The present model attempts to break away from this stalemate and discusses how employment generation can be quickened in an economy without eating into the profits of the firms.

Reference available upon request

Organizational Change Management and Leadership-A Case of Enterprise Digitization

Submission ID: 392

Kallol Basu, Kedge Business School , Marseille, India

Extended abstract

Introduction

Historically, Indian companies have under-invested in technology. The boom following Y2K bug in 2000 and changing landscape of global markets forced Tata Consultancy Services (TCS) to look towards revamping its organization structure and processes. TCS, the No. 1 provider in Asia, had to increase agility to collaborate seamlessly across people, process and technology across geographies. TCS's unique network of global deployment units was beginning to reshape the IT services industry. A OneTCS concept was need of the day.

Transforming a leading, successful organization on its upward curve is difficult, especially when its success hinges on its proven business model. Most of the corporate case studies of successful business transformation have been triggered by an event of great magnitude. Today, TCS is a tenth largest IT services major with \$13 billion revenue and close to 300,000 employees (up from \$200 million in 2000). A proactive transformation (led by its enterprise digitization program) was its desire to excel and lead embracing the future trends in the industry and thus comply with its stated vision. This necessitated transparency, a willingness to change and a determination not to lose sight of the short term over the long term.

Research Questions

The main research questions relating to this study are as follows:

RQ1. How did the organization leaders foster change with a concern for people and for institutionalizing strategy, systems, and structure?

RQ2. How was the need of enterprise digitization felt to cope up with global competition?

RQ3: How could a company raise awareness to what was being done and why?

Theoretical Framework

Contemporary competitive, globalized business environment demands periodic performance transformations especially in technology for sustainable competitive advantage. While global annual IT expenditure exceeded \$2.5 trillion globally (Gartner 2014) , less than one-half of large-scale IT transformation initiatives ever come close to realizing the anticipated benefits. In most of these cases, the failure has been largely attributed to leadership.

Although transformational change management and leadership are intertwined, there has been little research focussing on this relationship or the capabilities of transformational leaders required to carry out the pertinent technological change.

Managing change

Planned change models presume that leadership is the primary source of organizational change, and they deliberately initiate and implement changes in response to perceived opportunities to improve organizational performance or better adapt to environment. This case study is a perfect case on planned radical change.

Most technology transformations involve resistance to change being understood from management standpoint as a perceived behaviour of employees refusing to accept change. Leon (2008) derived 69%, 28% and 13% failure rate of the enterprise systems due to people, process and technological problems respectively. This implies the importance of people issues in such system implementations.

Implementing change

The four key leadership characteristics (varying based on degree of change and uncertainty) include a) providing clear priorities with extensive communication b) exploring future by simulating with variety of low-cost probes, c) link current projects to future with predictable time-paced intervals and synchronized transition and d) employ inspirational challenging strategies to effect inner qualitative or mental change of the organization.

Research Design

Yin's four-stage recommendation "Design-Conduct-Analyse- Conclude" was followed. The objectives dictated a descriptive case study design. We began with a descriptive theory, with probability of problems occurring during the program.

Qualitative methods of data collection were used to gather data to describe the nature of knowledge and inter-organization dynamic interplay. Interviews were conducted to facilitate in-depth discussions aimed at revealing intricacies related to research goal. Data findings were integrated to deduce cross-source relationships.

Case selection

This case fulfilled the criteria of technology enabled business transformation to enable comparison of findings with existing or emergent theory.

Unit of analysis

The organization TCS formed the unit. Employees were analysed as embedded units.

Data Analysis

Data from all sources were combined to produce detailed descriptions and specific observations to find apparent patterns.

Data sources

The study used multiple sources of evidence; semi structured interviews, direct observations, archival records and different types of documents to ensure triangulation of evidence. Construct Validity was ensured through multiple sources of data and peer consultations; Internal Validity through establishing chain of evidence through quotes and document records and External Validity through expert review of findings and analytic generalization to broader theories.

Summary

Until 2000, TCS, despite being largest Indian IT Services Company, was perceived as a sleeping giant -- less agile than its smaller, more market-friendly, and publicly listed rivals. A single custom ERP system to handle all business processes entailed one global service standard through the adoption of standardized processes and reporting. This ensured global customers viewing the company as TCS and not TCS-Mumbai or TCS-UK.

This was TCS' first major transformation experience. Rate of any transformation is influenced by the geopolitical environment, technological and market ecosystem. All these had been extensively analysed by management. TCS' proactive organization transformation initiative of 2001 commenced with building a great team, with people who aligned seamlessly with the organizational vision and were ready to give their best to achieve the vision. The changes/initiatives taken can be summarized as below:

- Creating position of Chief Transformation Officer
- Employee empowerment
- Digitization
- Open communication

Leading and managing this strategic change program required that TCS leaders had the capacity to learn from and adapt to change and they were up to it.

The critical success factors included:

- Urgency
- Management Commitment
- Clarity
- Communication
- Remove barriers and ensuring quick wins
- Constant Employee Engagement and tapping competencies for their greater involvement
- Endurance

Any successful transformation, like TCS', demands leaders who can walk around the organization as a seemingly external entity selling the concept of converting a good company to a great one and make employees believe that changes are worth undertaking. Successful change interventions can occur when management takes a holistic, non-incrementalist, performance-driven, and excellence-orientated approach to OC in India especially when dealing with a workforce imbued in a strong bureaucratic culture.

Reference available upon request

Corporate Governance and Trust

Submission ID: 400

Cindy Ann Schipani, Ross School of Business, University of Michigan, United States
Terry Morehead Dworkin, Visiting Professor, Seattle University, United States

Extended abstract

Trust and Organizations

Basic trust as a characteristic of human relationships embedded itself in the law of modern organizations and now is assumed to permeate the organizational structure. While trust has its roots in the law and custom of ancient civilizations and Roman law, its incarnation as the root of modern organizational forms probably dates to the English Statutes of Uses in 1535 (Henry VIII). The statute abolished all land relationships in which the owner of the bare title to land had no active duties to the actual user and beneficiary of the land. From this nascent concept sprang the trust as an institution, built on the common law notion that the right to control and manage an asset can be separated from the right to benefit from the management of that asset. This core arrangement is sustainable only if the manager has a paramount duty of trust to the owner(s). Indeed, notions of trust permeate that relationship.

Unfortunately, there have been many instances in modern time where trust has been broken. The corporate scandals that have occurred in the recent past, including the frauds at Parmalat, Worldcom, Enron, Global Crossing, the Madoff Ponzi, and the mortgage irregularities leading to the financial crisis, could have been averted if the individuals who were entrusted to act for the benefit of their firms did so. Most recently, Edward Snowden has called into question the trust and protections governments owe their citizens.

Whistle-blowing and Trust

While insider reporting of organizational wrongdoing can be seen as a breach of trust between the employee and the organization, lawmakers, courts, and most scholars have determined that the public good served by bringing the wrongdoing to light trumps the interest in maintaining the agency trust between the individual and the employer. Thus whistleblowing is a two-edged sword that arguably erodes the human bonds of trust with an organization by forcing it to come to terms with breaches of trust with the larger society.

Organizations in the United States are faced with the anomaly of laws challenging the connection between trust and whistleblowing. The Sarbanes-Oxley Act (SOX), passed after the collapse of Enron and other major businesses was passed to restore trust in the securities markets and to encourage continued investments. The law contains three whistleblower sections to help enforce the law. One section specifies reporting within the organization. Internal reporting is a way to minimize the costs of whistleblowing by permitting employers to rectify misconduct confidentially, thereby maintaining trust in the organization. It also minimizes the disruption to the employer-employee relationship and facilitates the correction of misunderstandings. However, if the whistleblower suffers retaliation, the bonds of trust are broken and the employee is justified in reporting externally.

The Dodd-Frank Act was passed after the near-collapse of the economy in 2008. Like SOX, it encourages whistleblowing as a way to help stop the wrongdoing and rebuild

consumer confidence and public trust in our institutions. The Securities and Exchange Commission and its failure to deal with the multi-billion dollar Ponzi scheme perpetrated by Bernard Madoff is a particular target. This law is broader than SOX in terms of whistleblower protection, and it contains a reward provision to encourage whistleblowers to report financial wrongdoing in public markets.

The idea of generously rewarding certain types of whistleblowing is well-established today. It builds on the False Claims Act (FCA) which allows a whistleblower who reports wrongdoing that leads to a successful recovery of falsely-claimed government funds to receive up to thirty percent of the amount of damages and fines recovered by the government. This is usually in the millions, and sometimes, billions of dollars. The FCA and the many other laws that give rewards for reporting have been most effective in spurring whistleblowing. However, the rewards can also undermine trust in the motives of the whistleblower and the veracity of the information. Many people do not understand that the reporter only gets paid if there is a successful recovery by the government after proving the wrongdoing. Other countries refuse to give rewards for whistleblowing primarily because of this erosion of trust.

Unfortunately, a major problem with many of the whistleblowing laws is that whistleblowers believe they are protected by the law and they will have an effective remedy if they suffer retaliation. They are often wrong, for most whistleblowing laws have limited coverage, they often have inadequate remedies, and are ineffectively enforced. This causes an unfortunate breach of trust in law and the ability of a citizen to rely on it. In the United States, there is no general whistleblower law to help overcome this problem. The tension between trust and retaliation can be seen in the case of Snowden, who has been hailed as a hero outside the U.S., but faces criminal prosecution if he returns.

Another example of the connection between trust and whistleblowing is shown in social science studies of whistleblowers. Almost all whistleblowers report wrongdoing within the organization. Generally, this is because they trust their organization to correct the wrongdoing and bring it back in line with what they believed “their” organization to be. It is when that trust is breached, either through retaliation or failure to act, that most whistleblowers report outside the organization. This magnifies the harm caused by whistle-blowing and further erodes the trust between the employee and the institution.

Whistleblowing is considered to be an integral part of fighting wrongdoing and encouraging honesty and trust. Its growth, worldwide, as a tool to promote transparency will likely continue to expand as trade, financial markets, and interconnectedness grow. Courts and legislators encourage a breach of organizational trust in order to get information about wrongdoing, while the organization encourages trust and reporting within the organization.

We analyze the anomalies created by promoting employees to report wrongdoing. Our methodology includes examination of the organizational and whistleblowing literature and laws in an effort to determine where the lines would best be drawn to strike a balance between exposing wrongdoing and protecting organizational trust. We offer proposals for business practice.

Reference available upon request

Impact of Social Media and Electronic Word of Mouth on Purchase Decision Involvement in New Management Paradigm; Theory of Social Sensitivity

Submission ID: 401

Shantanu Prasad, Symbiosis Center for Management and Human Resource Development (SCMHRD), Symbiosis International University, Pune, India

Extended abstract

Introduction

The purpose of this research is to develop a theory in the context of social media and electronic word of mouth for peoples' participation to deliver social values with profits. Social media has become preferred media across the world and is influencing consumer behavior. The electronic media provides authentic information from across the world at any time and enable customers to do comparisons and interactions (effective two ways communication). It has enabled people from anywhere to access grocery stores and restrooms without any time constraint through electronic device; computers, mobile phones etc. (Bernhardt et al., 2012). The research questions are: How social media can impact purchase decision involvement in new management paradigm? What is the role of customer trust in this context? How much social contagion theory is relevant in this context?

Social Marketing 2.0 is explained as "the systematic application of interactive marketing principles and techniques that harness audience participation to deliver value and achieve specific behavioral goals for a social good" (As mentioned in Bernhardt et al., 2012, adapted from the National Social Marketing Centre, 2007; Kotler and Lee, 2008; O'Reilly, 2005). Such valuable participatory approach calls for the proposition of theory that helps in the formulation of programs which are affordable, scalable and measureable for social good. In 2009, when there was outbreak of H1N1 virus, the Centers for Disease Control (CDC) of US ran successfully awareness campaign through social media (Twitter, You Tube, web 2.0 and widgets) regarding emergency health messages (information about Swine Flu) and urge people to spread through word of mouth which reached to millions of people (Overdrive, 2009). There were 3 million page views of CDC and 1 million followers of Twitter were linked to YouTube videos related to H1N1 (Overdrive, 2009). Hence these free applications also measured the number of followers and the number of page views and enabled people not only to actively get involved but also spread word of mouth for a social good. People also came to know about vaccine along with the H1N1 virus (Bernhardt et al., 2012).

Methodology

Extensive review of literature led to the formation of three constructs; usage of social media, electronic word of mouth and purchase decision involvement. This was followed by depth interview with 30 management students and the qualitative data transcribed were analyzed with grounded theory approach. This resulted in one another construct; customer trust in this context. Now the questionnaire containing 22 items are being distributed to 400 management (post-graduate) students of the university and the responses are being collected for analysis. All items are measured on five Point Likert-scale.

AMOS 18 will be used for analysis through the application of structural equation modeling (SEM). Internal consistency and reliability of the constructs will be evaluated

by the assessment of measurement model. All factor reliabilities should be greater than 0.6 which is required in SEM reliability (Bagozzi and Yi, 1988). Factor loadings of all items should be good. The convergent validity will be satisfactory if all average variance extracted (AVE) exceed 0.5 (Hair et al., 2006). Discriminant validity will be checked with Fornell-Larcker-Ratio (Fornell and Larcker, 1981) which should not exceed 1.

Test statistics will indicate overall fit (Hu and Bentler, 1999; Kline, 1988; Browne and Cudeck, 1993) through: Ratio of chi-square to degrees of freedom (CMIN/DF); Goodness of fit index (GFI); Comparative fit index (CFI); Normed fit index (NFI); Adjusted goodness of fit index (AGFI) and Root mean squared error of approximation (RMSEA)

The result will suggest whether usage of social media has significant effect on customer trust and purchase decision involvement. Whether customer trust and purchase decision involvement are influenced by electronic word of mouth significantly and also whether there is significant impact of customer trust on purchase decision involvement. The analysis result will tell about how much the percentage of variance in usage of social media, percentage of variance in EWOM, variance in trust and in purchase decision involvement are explained by this model.

Managerial Implications

Findings will underpin the importance of usage of social media or electronic word of mouth or both and the relevance of trust and peoples' involvement in purchase in the overall context. This will help in formulation of social media and communication strategy. This can help in the development of social sensitivity theory which can do revolution through inclusive growth and profits at national level.

Reference available upon request

Rural Consumer Buying Behavior In Areas Of Indo-Gangetic Plains

Submission ID: 402

Submission track: Marketing Management and consumer behavior

Submission type: Competitive paper (CP)

Shubham Bawa, *Post Graduate 1st Year Student at INDIAN INSTITUTE OF MANAGEMENT RAIPUR.*

B.Tech Graduate From I.I.T. ROORKEE, India

Soumya Mishra, B.Arch Final Year student, IIT Roorkee, India

Harshita Tolia, B.Tech Graduate in Electrical Engineering from I.I.T Roorkee, India

Extended abstract

INTRODUCTION Led by the rising purchasing power, changing consumption pattern, increased access to information & technology and improving infrastructure, rural market holds a great potential for marketers. Eminent marketing guru Prof. C.K.Prahlad says, "The future lies with those companies who see the poor as their customers." His book 'The fortune at the Bottom of the Pyramid' revolves around the concept that a major part of the consumer class resides in rural areas, and it is this Theoretical Framework which forms basis of our Study. Ruralities are often marked by uncertain, complex and often contradictory modes of decision making, swayed by multiple interest-groups, each with its own distinctive set of values and ideologies. The increase in the rural literacy levels and the exposure to media, have made rural consumers more conscious about their buying decisions like their urban counterparts, but with a lag. Because of this, for a farmer, the buying decision of agricultural inputs is a set of many important decisions involving brand, style, reliability, dealer, time, price and mode of payment. Thus, in the following paper an attempt has been made to understand all those factors that affect the buying behaviour of farmers living in rural areas of Indo-Gangetic plains toward agriculture input products along with all the basic problems encountered by them. The research work undertaken was exploratory in nature, consisting of a pilot survey followed by the main field survey in the states of Indo-Gangetic Plains. Data collected was analysed using SPSS20 and the impact of various factors on buying behaviour in rural markets was obtained.

IMPORTANT RESEARCH OBJECTIVES 1. To identify the effect of type of information source on the final purchase of the rural buyer. 2. To identify major important factors impacting rural consumer's purchasing behaviour. 3. To understand impact of the deduced factors on the buying pattern of the rural buyers. 4. To understand various problems faced by rural farmers.

RESEARCH METHODOLOGY Initially, an extensive review of literature was done to build a preliminary questionnaire. A pilot test was undertaken using this questionnaire. A sample size of 40 respondents was used for this purpose. We had one-on-one interviews with the respondents based on the prepared questionnaire by communicating in the local dialect. This procedure of pilot testing broadened our perspective of factors impacting the rural buying behaviour. The most important additions were sensitivity to sources of information and impact of technical aspects of commodities. The required changes were made to the overall methodology of research and the questionnaire. This modified questionnaire was then subjected to the main field survey. The main field survey was carried out across five different states lying in the Indo-Gangetic belt, covering almost five hundred respondents but only three hundred and sixty four (364) were usable owing to incomplete information, lack of understanding of the respondents since they were mostly illiterates and even they were not ready to share many information. This number therefore can be easily considered a significant in size. The approach of interviews was implemented with respondent being subjected to various

questions in the questionnaire in their local dialect, and their responses were recorded. The data collected was then compiled and cleaned. It was subjected to thorough editing followed by coding in which the missing values were dealt with and codes were assigned to various parameters so as to ensure proper analysis of the data. Once the entire data cleaning work was over, it was subjected to analysis via SPSS 20.

RESULTS AND DISCUSSIONS1. We found that media, which includes both electronic and print had a lesser impact than information generated from friends, relatives and village community2. The four broad factors that emerged from this study were localisation, Convenience, Image and quality.3. We wanted to observe the impact of these four factors on the buying patterns of the rural buyers. We did a regression analysis of these four factors taking these factors as the predictor variables. Summated scale method was adopted for these factors (Hair & Anderson). It shows that these predictors explained the overall model well but out of the four except localisation the remaining three were significant. Therefore we can conclude that these factors influence the purchasing process.4. The problems were grouped into seven major types. They are, exploitation from middlemen, high corruption in agencies, lack of government support, high risk in farming, loss of crop due to flood, less profit in farming, some other type of problems and finally there were some respondents who said they did not face any problem. Then we conducted a chi-square test to check if these problems had an impact over the farmer's decision to continue farming in the future. We had asked them whether they would continue farming or not. A positive reply was coded as 1 and a negative one was coded as 0. The result of the chi-square test showed that there was a very significant relationship between these problems and their continuance with farming in the future.

CONCLUSIONThe rural consumer evidently gives a lot of importance to the convenience in buying any product, quality of the product and its image. So this is against the general assumption that the rural consumer does not understand quality and image and is only affected by convenience and price. Low level of income calls for minimising of input while geographical constraints only increase the costs due to reduced convenience in buying. One of the important findings of this study is that the Indian rural consumer follows word of mouth more than media. Also the concept of Value for Money is of utmost importance to Rural Consumer's, and it should be respected for by all.

SCOPE FOR FUTURE RESEARCHThe understanding of the rural consumer behaviour, like any other behavioural understanding requires an in depth analysis and logical interpretations on very subtle levels. It is hoped that this paper shall instigate the required chain reaction of understanding the rural consumer and its multifaceted dynamics for the betterment of both sides of the coin.

Reference available upon request

DRINKING WATER PRICING IN BIHAR: A MECHANISM FOR SUSTAINABLE WATER RESOURCE MANAGEMENT

Submission ID: 404

VIJAYA BANDYOPADHYAYA, Chandragupt Institute of Management Patna, India
Debabrata Samanta, Chandragupt Institute of Management Patna, India

Extended abstract

Drinking water is a primary requirement for life and globally recognized as a basic human right (United Nations, 2014). The unavailability of adequate and safe drinking water has direct effect on health of individuals and thus their physical and economic well-being, which also indirectly affects the economic productivity of a nation (Gadgil, 1998). It is the duty of the State to ensure access to adequate and safe drinking water to its citizens. However, ensuring availability and financing the sustainable management of water resources is globally recognized as a challenge with tightening of public budgets and wide gaps between actual expenses and financing needs. Thus, there is a trend towards treating water as a commodity to be supplied based on effective demand and cost recovery principle. This is reflected in the Eighth Five Year Plan (1992-97) of India and the National Water Policy (Ministry of Water Resources, GoI, 2012), which forms the basis for Water Policies of all states. In India, treated piped water is considered safe for drinking. However, in the state of Bihar, an estimated 2.60% of rural households have access to pipe water and just 1.60% households get treated pipe water (Ministry of Home Affairs, GoI, 2011). Water contamination and resultant health problems pose a major challenge, especially in regions where contamination with polluting effluents or with arsenic, fluoride, chloride or iron exists. To improve this situation and provide adequate treated pipe water to all households, massive investment is required for installation of pipe water schemes. Also, operations and maintenance of the schemes on a continuous basis, with costs of technical staff and material, spares and fuels, is a challenge for the Government. The Draft State Water Policy of Bihar states that installation of schemes and technical support by the Government needs to be complemented by community-level empowerment and responsibility for management of water supply operations and maintenance. This leaves scope for users, including individuals, communities and public and private institutions, to share the costs through drinking water pricing. This is also expected to increase accountability among people and ensure sustainable and continuous supply. Though the imposition and collection of water charges have been found to be a challenge in India (Raju, Das, & Manasi), the global experience suggests that engaging local households, especially women (as primary beneficiaries), in decision-making and community participation in project planning, implementation and monitoring resulted in lowering the project cost (Hoddinott, Adato, Besley, & Haddad, 1999; Whittington, et al., 2008). The present paper analyses various methods of water pricing that encourages conservation like time of day pricing, water surcharges, seasonal rates and increasing block rates, which are used in different countries (Bjornlund & McKay, 1998; EUWI Finance Working Group, 2012; Nayar & James, 2013; Office of Water, EPA, 2006) and the Life -Cycle Costs approach that is used to estimate the true unit costs including hard and soft capital expenses, capital maintenance and IEC costs for a sustainable delivery system in Indian context (Reddy, Jayakumar, Venkataswamy, Snehalatha, & Rao, 2010). It is found that using standard full cost pricing methods may not be appropriate for pricing water for the rural poor in India. The present paper proposes a water pricing method based on the empirical assessment of willingness to pay for drinking water. The paper analyses the issue of willingness to pay for drinking water based on a study¹ conducted in four sample districts of Bihar. The four sample districts selected for the study are situated in different agro-climatic zones of the state. Three of these districts have water contamination problems and the fourth one has significant tribal population. Data was collected from district, gram panchayat and household levels. Focus group

discussions, on issues of sharing capital cost and payment of water tariff, were conducted with community members in 20 gram panchayats, five from each sample district. Household level data were collected through structured interviews with 458 sample households. The concept of Contingent Valuation Method, which has emerged as the most widely-used method for estimating the value of non-market goods (Cameron, 1991; Chen & Jim, 2010; Hanemann, 1989; Randall, Hoehn, & Brookshire, 1983) is used to assess willingness to pay for drinking water.

The study indicated that there is an overdependence of rural households on hand pumps or tube wells, even in places where pipe water connections are available, due to lack of smooth functioning of supply of piped drinking water. There is rarely any treatment done to the water before consumption, even in known contamination-prone regions. The existing monthly water charges of Rs.5 per family, an uneconomic rate not linked to actual usage, has never been collected due to lack of clarity regarding mechanism of collection and use of the fund. However, it was found that irrespective of their socio-economic status, people are willing to pay between Rs.50 to Rs.2000 as share of capital cost. The estimated mean willingness to pay for drinking water charges is Rs.30. However, it was also found that, as sustainability and quality are the main concerns, people are ready to pay this charge if uninterrupted and improved drinking water is available. The paper provides a conceptual framework for water pricing that may be adopted in Bihar for reviewing piped drinking water charges and community involvement in management of water supply schemes for improved and sustained delivery of drinking water.

¹The present paper uses the data collected during the study 'Assessment of Rural Drinking Water Supply Services for the Rural Water Supply and Sanitation Program in Bihar' conducted by Chandragupt Institute of Management Patna, funded by World Bank through the Public Health Engineering Department, Government of Bihar. The authors were members of the study team. The study report is available at: <http://phed.bih.nic.in/Docs/CIMP-Report-18-05-2013.pdf>

Reference available upon request.

Skill Development Initiatives for Community Engagement at Kaggalipura

Submission ID: 408

Smita Kavatekar, Asst. Professor, Dept of PG Studies, School of Commerce and Management Studies JAIN University Bangalore

Vijaya G.S., Asst. Prof, Quality Management, College of Business Administration, Al Yamamah University, Riyadh, Saudi Arabia and Research Guide, JAIN University, Bangalore

Extended abstract

Academics has transformed. It's not just the classroom teaching anymore. Today co-curricular and extracurricular activities are as important as courses students take up. Extension activities and outreach projects are an integral part which can no longer be written off as something which will take away the focus from the regular curricular. These extension activities build life skills in the youth make them better human beings. In fact the right sync between academics and these activities will make education complete and more meaningful. Application of classroom concepts to real life scenarios will make education worthwhile. Experiential learning has started gaining it's due importance.

Universities have started taking active role in bringing about transformation in social and economic conditions by taking up community based research and engagement. Today's generation is smarter and full energy with an immense potential to contribute towards social and economic empowerment. Enactus, a student organization, since its inception in our campus has been working on various social projects. At various stages of implementation of the project they face various challenges and the nature of challenges varies from project to project. Enactus has been a platform to apply the experiential pedagogy and also work with communities for inclusive growth.

This is a primary research paper on initiatives taken up by Enactus, for skill development with SHGs at Kaggalipura village, Uttarahalli Hobali, Bangalore South Taluk. Based on the primary sources we also uncover various dynamics, challenges associated with SHGs at Kaggalipura. It depicts the various gaps in spite of efforts by Government and Financial institutions for inclusive growth. Also this paper makes an attempt to give few suggestions based on the insights gotten through experiences and conversations with various stakeholders at Kaggalipura.

Review of Literature

James and Gentry (1990) identified that the student takes away from a particular experience is often idiosyncratic to his/her perceptions of the experience, and is somewhat outside the control of the instructor. They also noticed that the instructor is responsible for providing the experiential stimulus, and the quality of that stimulus will vary greatly depending upon the pedagogical approach used. ELC (2011) found that experiential learning helps to complete students' preparation for their chosen careers which reinforce course content and theory. Students learn through student- rather than instructor-centered experiences by doing, discovering, reflecting and applying. Through these experiences students develop communication skills and self-confidence and gain and strengthen decision-making skills by responding to and solving real world problems and processes. Dahan and Senol(2012) observed that CSR activities through the universities like taking up social responsibility project and other social causes will not only help communities but also helps in building corporate image of the universities. Chopra and Marriya(2013) documented that Educational outreach efforts have the capability to make a real and lasting difference for all players involved. Stark, Stockmann and Tewes identified about the new requirements for

tomorrow's students and new requirements in higher education. Social responsibility should be a multidisciplinary research area and should be part of all disciplines and departments.

Kickul, Selvadurai and Griffiths(2012) observed that situated learning is a transaction between the person and the social environment. It occurs through the person's experience in the social environment or "communities of practice". Preparation exercise and field experience will create social entrepreneurship. Social innovation and change into the communities is possible by multidisciplinary approach in Universities. *Brown (2000)* documented that the goals of the curriculum are to teach students the skills to build a business, and in a larger sense, to take responsibility and initiative in their lives. Texts are aimed at giving only the necessary information, and worksheets are used to help students focus on how they will develop their own businesses. Students gain hands-on experience in creating a business, sometimes in a simulated environment and sometimes in the real marketplace.

The earlier studies have addressed the issue of experiential learning and outreach social projects from the perspective of holistic development of students. They have also identified the importance of experiential learning in to add more value education per se. However, the studies have not brought the importance of experiential learning and outreach projects for inclusive growth, which is very essential in preparing students for the future world.

Need for the Study: The review of literature suggests that experiential learning pedagogy is powerful for 'whole person growth'. Most of the studies empirically documented the importance of experiential learning in developed countries. Not many studies were perused in developing countries, particularly in an Indian context. So present study is an attempt to know how experiential learning can be integrated with classroom teaching for overall development of students and for inclusive growth.

Research Design

1. Objectives of the Study:

- To study the skill development programs and sustainability aspects created by the students.
- To study how empowering students through experiential learning may lead to social and economic empowerment of communities.
- To study how such student-community engagement programs can lead to inclusive growth
- To uncover the challenges faced by the SHGs and students in implementation of skill development programs.

2. Scope of the Study: The scope of the study is limited to the objectives mentioned above.

3. Limitations of the Study: The findings and suggestions are limited by the experiences of the students during the projects.

4. Methodolgy: Case study methodology is used.

- (a) Type of research: Both, field research and library research were undertaken. The objectives were first analyzed through field research and then elaborated through library research. The content of the paper is primarily focused on empirical data.

Outcomes of the Study:

It was noticed that it requires consistent and single minded efforts towards inclusive growth by all stakeholders. There are various challenges for all stakeholders in realizing the objects they set forth for themselves. Sustainability and scalability are the biggest of the challenges apart from winning the confidence of the students which needs to be addressed from time to time.

References available upon request.

**Micro Credit, Gender and Business Performance of Small Business Organizations :
Evidence from Sri Lanka; with reference to Puttalam District**

Submission ID: 409

Chathurani Lakmini Kumari Rathnayaka, General Sir John Kotelawala Defence
University, Sri Lanka

Yatiwella Weerakon Banda, University of Sri Jayewardenepura, Sri Lanka

Dinusha, Lokuge, General Sir John Kotelawala Defence University, Sri Lanka

Extended abstract

Lower developed economies and developing economies have witnessed an increase in their informal sector of the economy. This includes poor women, children and other family members who have enough time and are blessed with location for a business activity, where workers can work and earn simultaneously managing household responsibilities and activities (Poster & Salime, 2002). When considering the Puttalam District of Sri Lanka, it represents a major component of the Sri Lankan informal sector. In terms of the payment in informal sector of economy, it is characterized with relatively low payment, lack of job security and the no or less opportunity to gain advantages of unionizing. Even though there are many disadvantages and difficulties, this sector serves the economy as a major contributor of economic development.

The practice of providing small loans to women in the informal sector of a developing country, helps women to achieve and enhance financial stability and independence in the economy where the formal financial system does not play a significant role. The study examines women's participation in small business entities (SME) and its impact on the utilization of funds (micro credit funds), record keeping and financial planning on business performance of small business entities. The objectives of the study are; to identify the gender differences of participation in SME, to identify the usage of funds on different business activities, to examine the business performance in terms of net profit and finally to identify application of an accounting information and record keeping of the business entities.

The study has used a questionnaire to collect data under quantitative research techniques and used convenient sampling technique. The study has been carried out in Puttalam District where micro finance sector is significantly represented. The sample consists of 150 respondents which represent the study population (Puttalam District) and three major micro finance societies in the district were selected in order to select the sample. Researcher has personally reached respondents to collect data. Before the distribution of the questionnaire the researcher has explained the purpose of the research to the respondents and obtained consent, and respondents have filled the questionnaire independently and whenever necessary researcher has explained the content of the questionnaire for the purpose of clarification. Nearly two months have been taken for the study's data collection.

Data have been analysed through Statistical Package for the Social Sciences (SPSS). Descriptive statistics have been calculated and analysed in order to identify women's participation and male participation of small businesses, involvement on different business activities, extent of application of record keeping and preparation of financial

statements, business performance. Further correlation tests have been done in order to identify the relationship between gender and usage of credit funds on different and predefined business activities, gender and ability to make profits, gender and extent of record keeping and preparation of financial statements.

The results suggest several conclusions. There is high women's participation in Small Businesses due to the nature of the business and living condition of the family. Second, the usage of credit funds are not directed towards productive activities and owners use funds on predefined or decided activities which are not merely business related activities. Thirdly, an effective utilization of funds enhances business performance in terms of net profit of business entity and growth of SMEs. However, profits are not re-invested for future investment and continuation of the business and mainly income earned is used for household consumption. Further, low application of accounting information system due to lack of knowledge in accounting and recording system is highlighted during the research due to low educational backgrounds of business owners. But respondents acknowledged that application of an accounting information system and record keeping support business entities in decision making as they count business performance. Moreover the study concludes that even through micro credit facilitates small organizations, the interest rates are still not compatible with their repayment ability after their business or any other consumption as the interest rates are quite high.

Reference available upon request

An In-depth Study of Post-merger Employee Job Satisfaction

Submission ID: 429

Rangana Maitra, IES Management College and Research Centre, India

Extended abstract

Extended Abstract: Although many a time mergers or acquisitions turn into failure, it's a known fact that all over the world corporate houses are using merger and acquisitions as a strategy for achieving larger size, increased market share, faster growth and synergy for becoming more competitive through economies of scale. Many a time it does happen companies take M&A decisions after examining the financial, legal and market related aspects neglecting employees' concerns leading to, stress, ambiguity, uncertainty and fears; consequence being psychological discomfort, insecurity and dissatisfaction. Aftermath of this might result in low performance, low productivity, less commitment, and loss of trust in the immediate leader and the organization. Therefore, integration of a targeted firm with the other firm is a critical issue in M&A as it can affect the performance of the merged enterprise.

Research Gap : More than 1millions results related to the concept of merger and acquisition could be found on popular Internet search engines. In contrast, with a search limited to scholarly literature hardly papers are available on the aspect of post-merger Job.

Niharika Ajjarapu, mentions that it has been observed worldwide that many mergers and acquisitions fail to achieve the desired synergies because the HR issues are not given the importance they deserve. As Appelbaum et al. (2007) suggested, the behavior of employee worked for that M&A-organization decides whether a merger or a acquisition is going to be success or turned into a failure. The most observed behaviour in banking employees are low productivity, absenteeism, low trust, high nervousness in the post M&A period. Sverke, Hellgren, & Näswall (2002) also commented that job insecurity can have negative affect employees' job attitudes, organizational attitudes, and their behavioral relationship with the organization. Again according to Davy, Kinicki, & Scheck (1997) there is a strong relation between job satisfaction and organizational commitment and then, this relation can impact on job security of employees.

Hence, there is a need to explore the human aspects of M&A. A study was initiated to measure post-merger job satisfaction level among employees. This looks forward to add new knowledge to assist management practitioners in gaining a greater understanding of the link between impact of merger and employee job satisfaction.

It has identified the post-merger satisfaction level of the employees. For this purpose data was collected from the State Bank of India and State Bank of Indore. With assets of over US\$388 Billion and over 17,000 branches worldwide the State Bank of India is the largest banking and financial services company in India. The State Bank of Indore was the largest of the seven associate banks of the SBI group. On 19th June 2009 the board of SBI permitted the absorption of the State Bank of Indore.

Objectives:

To identify whether the employees are satisfied after the merger

To identify the reasons behind the outcome

Methodology:

Data has been collected from primary sources by following the survey method. A questionnaire was developed for this purpose. As far as the details about the banks are concerned data have been collected from secondary sources.

A survey of employees of the two banks was conducted .Of the people surveyed 36% were female and 64% were male. 25% people were in the age group 40<, 33% people were in the group 31-40 and the remaining were between22-30. 19% of the people earned over 50000 per month, 33% people earn between30000-50000, similarly 30.5% of the employees earn between15000-30000 and 14% people earn salaries below 15000. 65% of the people surveyed had been working with the bank for more than 5 years. Of the employees surveyed 50% belonged to a SBI branch whereas the remaining 50% were from a branch originally belonging to the State Bank of Indore. 14% are post graduates, 72% are graduates and 14% are undergraduates. All the people surveyed were from Maharashtra. 14% of the people are in Supervisory Grade, 50% people in Professional grade and the remaining 36% people belong to the Semiskilled Grade.

On the basis of the survey, it can be concluded that post-merger employees have been happier in SBI having greater faith in the new organization. They feel that they have greater job security. It has also been observed that respondents were apprehensive about talking to us. They felt that their views would be taken out of context. Most of them were extremely politically correct. So some of the information which was collected seems biased. The manager of the branch holds great influence over the views of the employees. The manager's views bore a striking resemblance over the views if the employees.

It must be added that the reason behind this kind of responses might be the State Bank of Indore was relatively small in size as compared to SBI which is the largest bank in India. It provides job security and equal opportunity to grow. Being an officer in this bank enables an ordinary individual to get diversified banking experience and grow in life.

Reference available upon request

Preferred image of women on Indian television- An empirical analysis

Submission ID: 431

Namrata Sandhu, Chitkara University, India

Dilpreet Singh, Chitkara University, India

Extended abstract

PURPOSE OF THE STUDY

One of the prominently cited criticisms of television is the unrealistic and unjust representation of women (Richins, 1991). It is believed that television “has failed to recognize the change in gender equation evolving over the years and the offensive representation of women on television further strengthens an undesirable gender hierarchy” (Jha, 2007). It does so by depicting women mostly in domestic settings (Lee, 2004) and traditional dependent roles defined by men (Radhakrishnan, 2001). She is seldom shown as a professional career woman with interests outside the house (Malhotra & Rogers, 2000). Further, in most cases she is depicted as passive (Usha, 2004) and inconsequential (Chao, 2005) with limited or no decision-making authority (Sharpe, 1976). But, of all the stereotypical ways in which women are shown on television, of particular concern is their depiction as sex objects (Scrase, 2002; Parekh, 2006). Such representations decrease the integrity of women and establish social norms that disfavor them.

The question now arises that while it is common knowledge that televised stereotypical portrayals socially disadvantage women, why are they still depicted in such roles? The cited reason is that these are the only roles of women, which are acceptable and easily understandable by the audiences (Mayne, 2000). Within this context, the current research attempts to find the validity of this argument in the Indian scenario. The objective of the current study is thus to find the attributes that people prefer in female characters on television. An attempt has also been made to assess how these preferences vary with age and gender. Discussion focuses on implications for scriptwriters, commercial broadcasters and advertisers.

METHODOLOGY

Questionnaire Development

For the purpose of data collection, a five-point bipolar semantic differential scale with five adjective pairs was constructed. The adjective pairs/variables were selected on the basis of the literature reviewed. The adjective pairs included in the final study were dependent-independent (Gilly, 1998), sexy-not sexy, decision maker-decision taker (Sharpe, 1976), career woman-homemaker (Sexton and Haberman, 1974) and modern-traditional (Schneider and Schneider, 1979; Royo-Vela, Aldas-Manzano, Kuster-Boluda & Vila-Lopez, 2007).

To find the attributes that people like in female characters on television, the respondents were asked to rate their favorite female character on television on the semantic differential scale.

Data Collection

400 questionnaires were conveniently administered in the state of Punjab in India over a five-month period from January to May 2014. At the end of the survey however only 380 usable questionnaires were obtained.

Research Method

To assess the responses of the respondents, semantic differential charts were drawn. They were considered appropriate since they are the best-known method of finding out the exact cumulative position of the responses between two bipolar adjectives (Snider & Osgood, 1979; Himmelfarb, 1993).

FINDINGS

The study revealed that people prefer televised female characters in contemporary roles. They like portrayals in which women are depicted as independent, modern and moderately sexy. They further like to see women as decision makers and in roles, which are a harmonious blend of career woman and homemaker.

Gender-Based Contrast in Findings

Though both male and female respondents prefer women in independent roles, female respondents prefer a higher degree of independence. Female respondents also prefer to see modern women on television, as against the male respondents who prefer a mix of the modern and traditional. Further, female respondents do not prefer women in sexy roles, whereas male respondents like them in sexy roles. This finding is in keeping with the findings of a previous study conducted by Waller (1999), which established that sexy portrayals of women, though liked by men are not well received by females who tend to find them offensive.

Also, female respondents prefer women in roles of a career woman as against males who prefer them in roles of a homemaker. This finding is probably a reflection of reality. Women in society are fighting hard to gain independence and equality with men and in most cases are not strongly supported by men in their struggle (Zimmerman, Haddock, Current, & Ziemba, 2003).

Lastly, female respondents like women in roles of a decision maker, whereas male respondents prefer to see them vested with moderate decision-making powers.

Age-Based Contrast in Findings

To assess age-wise responses, the respondents were divided into two categories – under and over 35 years.

An age-based analysis revealed that younger female respondents prefer a higher degree of independence, sexiness and decision-making ability in female characters on television. They also prefer career women to homemakers. Of interest however is the finding that both age categories of female respondents like modern female characters on television.

On the same lines, younger male respondents prefer more independence, sexiness and decision-making ability in female characters. They also prefer women in dual roles as against the older male respondents who prefer them as homemakers. Lastly, older male respondents exhibit a higher preference for women in modern roles than the younger male respondents.

To conclude, it can be said that people prefer to see women on television in contemporary independent dual roles. This preference is higher in case of females and the younger population.

IMPLICATIONS AND SUGGESTIONS

The findings of the study imply that the society is ready to embrace the present-day independent woman and that is how scriptwriters should depict her on television. Further, commercial broadcasters and advertisers should also choose programmes that justify this modern evolving image of the new woman. These measures can substantially enhance viewership and profits.

The study also established categories on the basis of gender and age in which particular attributes of women characters are popular. Commercial broadcasters and advertisers can also earn substantial profits by correlating viewership statistics with age and gender; and catering to the preferences of the resultant categories.

LIMITATIONS

The current study dealt with sexuality and the role portrayals of women on television. Due to inhibitions regarding the nature of questions asked, the respondents might not have given totally honest responses. Also, the sample for the study was drawn from urban Punjab and is not representative of the sentiments of the rural population.

Reference available upon request

DEVELOPING CREDIT SCORECARD FOR SUSTAINABLE FINANCIAL INCLUSION

Submission ID: 433

Ramakrishna Venkatraman, Bangalore University, India
Seeboli Ghosh Kundu, Bangalore University, India

Extended abstract

ABSTRACT:

“The test of our progress is not whether we add more to the abundance of those who have much; it is whether we provide enough for those who have too little.” - Franklin D. Roosevelt

The transformation from incredible India to inclusive India is the recent emphasis for Indian Government. Inclusive growth is the part of Government's Eleventh Five Year Plan (2007-2012) and Twelfth Five Year Plan (2012-2017) that includes employment creation, enhancing the capacity for growth, development of infrastructure especially through power reform, improved healthcare, access to quality education, rural transformation, and continuous agricultural growth (Barhate, 2011). Financial inclusion is the part of inclusive growth that indicates delivery of banking services at affordable price to the vast sections of disadvantaged and low income group (Vaidyanathan, 2004). As banking services are in the nature of public good, it is essential that availability of banking and payment services to the entire population without discrimination is the prime objective of the public policy. In this way financial inclusion contributes in the overall financial inclusion of the country. This paper encompasses on not only the financial inclusion to achieve inclusive growth, but also the sustainability part associated with the financial inclusion (Kelkar, 2010).

INTRODUCTION:

This study aims to develop a credit scorecard which is a statistical risk model assigning credit scores or a risk value to prospective as well as existing credit accounts. The credit scorecard is a statistical risk model that was put into special format designed for easy interpretation. The credit scorecard model would help in strategic decisions of accepting or rejecting applicants and decide when to raise a credit line as well as other strategic decisions. The credit scorecard format is very popular and successful in the consumer credit world for a number of reasons, including i) It is easy to understand & use by people at all levels within an organization ii) The regulatory agencies will find a standardized and scientific mechanism to access risk & iii) Credit scorecards are straightforward to implement and monitor over time.

OBJECTIVE:

The objective is to create a sustainable mechanism of financial inclusion by optimizing between reducing the default rate and increase customer base thus resulting in inclusive growth. As showcased in the appendix A, the main idea is that individuals should access to i) contingency planning for retirement savings, buffer savings, insurable contingencies ii) have the right mode of wealth creation and most importantly iii) Access to credit including business livelihood, emergency loans, housing loans and consumption loans. Access to credit would lead in the surge of creating livelihood as well as meeting the aspirations of young India and would push for contingency planning and wealth creation enabling the inclusive economic growth of the entire country (Cole

et al, 2009). Though the idea is the availability of credit to the masses the caution should also remain in minimizing the default rate to make this mechanism sustainable. It should be a mutually beneficial mode where both the right aspirational masses of the country can leverage from easy credit as well as the financial institutions can maintain the profitability through low default rate. Through a stable model with high percentages of classification (rightly classifying the probable defaulters from beforehand) would strengthen the strategy of the financial institution of increasing the base and leverage on volume rather than margin by reaching out to the masses thus percolating the benefits leading to inclusive & sustainable financial inclusion.

HYPOTHESES:

Hypothesis 1

H0: Giving credit indiscriminately to the entire target group results in a sustainable strategy.

H1: Giving credit indiscriminately to the entire target group is not a sustainable strategy & hence the requirement of developing credit scorecard.

Hypothesis 2

H0: The statistically developed scorecard model should be utilised for the entire population.

H1: The statistically developed scorecard model should not be utilised for the entire population and optimized bucketing for optimal profitability needs to be incorporated.

RESEARCH METHODOLOGY

The research methodology includes accessing to the data of 1000 observations/ samples of a financial institution involved in micro finance (Creswell, 2003). The variables included demographic, behavioural, financial and past credit history of the respondents or the observations. Based on the historical data the emphasis lies in creating a credit scorecard for existing customers as well as building a model for the prospective clients thus assessing the risk involved for right operational strategy (Saunders, 2007). The screen shot of the data is showcased in appendix B:

The dependent variable is the credit segregated into Good (1) and Bad (0). The explanatory variables included balance of credit account, duration in months of the loan, payment of previous credit, purpose of credit, Amount of credit (metric), Value of savings or stocks, Has been employed by current employer for how many years, Instalment in % of available income, Marital Status / Sex, Further debtors / Guarantors, Living in current household for, Most valuable available assets, Age in years (metric), Further running credits, Type of apartment, Number of previous credits at this bank (including the running one), Occupation, Number of persons entitled to maintenance, Telephone/ Mobile.

ORIGINALITY / VALUE:

The credit scorecard or the statistical model is a popular idea but not incorporated in the Indian pretext immensely and hence a scientific method of finding the probable defaults leads to sustainable financial inclusion.

KEYWORDS:

Financial inclusion, sustainable financial growth, contingency planning, wealth creation, Credit score card, statistical risk model, reducing default rate

JEL CLASSIFICATION

C12, C15, D78, D81, D84

Reference available upon request

Human capital, social capital, gender and race: are they related to access to bank finance, in a developing nation?

Submission ID: 434

Pradeep Brijlal, University of the Western Cape, South Africa, South Africa

Extended abstract

Abstract

Background: Financial capital is one of the crucial resources needed for a business to start and operate. The financing decisions of SMMEs have important implications for the economy, given the role that they play in employment growth, competition, innovation and export potential. As in other developing economies, the lack of external finance is one of the major reasons for the low creation and high failure rates of SMMEs in South Africa, and it is a critical impediment to business growth.

Capital structure theories, such as the static trade-off theory, the agency theory and the pecking order theory are explored. Conventional capital structure theory concludes that in any business there must be a balance between the use of equity and debt. The static trade-off theory suggests that SMMEs should use debt because of the tax advantages, the disciplining effect of debt, and the ability it offers the owner of the business to maintain control.

The sources of capital are explained through the capital structure. It is also established that the entrepreneur needs to have access to different types of resources, such as human capital, social capital, physical capital as well as financial capital, each playing a different but equally important role during the life cycle of an SMME. The human and social capital of an entrepreneur may be central to securing scarce financial resources in the context of developing economies, characterized as they are by a low overall educational attainment and a high reliance on informal networks to countervail institutional voids. Gender and race are also issues in accessing financial capital and likewise affect business growth. During the apartheid era in South Africa, the white population group had greater access to resources, particularly financial resources, than the black group. After the democratic elections in 1994, blacks were rightfully afforded access to resources which they had been denied during the apartheid era. In the business environment, it was anticipated that such resources would now be equally available to all race groups and across gender.

Research on female business owners is extensive in the industrialized countries, especially the United States and Canada. However, treatment of the effects of gender and race on the access to business finance in developing economies, such as South Africa, has been limited. In addition, studies comparing the relationship of race groups and gender in accessing financial capital are rare or non-existent in developing nations, including RSA.

Thus, the primary aim of the study was to investigate whether the components of human and social capital are associated with access to financial capital, from gender and race perspectives, in the context of a developing economy, with specific reference to South Africa.

Methodology: The study employed a survey research design, in which a combination of methods was used. These included a questionnaire survey, face to-face interviews, and a literature review. The sample of 512 SMME owners was sourced from the main trading areas in the City of Cape Town, in the Western Cape Province. The study was thus contextualized in the SMME sector. Exploratory data analysis was used to make an initial assessment of the individual variables. Various data analysis techniques, including chi-square, factor analysis and regression analysis, were conducted to investigate relationships between the factors of human capital and social capital, and their association both with accessing financial capital and with business growth.

Results: The findings of this research demonstrated that the human capital of an entrepreneur is not associated with success in securing bank finance or with business growth. The social capital of an entrepreneur, however, is important both in securing bank finance and in growing a business, whereas gender has been found not to be a factor in securing bank finance. From a race perspective, white entrepreneurs are more likely to be approved for bank finance than black entrepreneurs. It was also found that male entrepreneurs have a higher business growth than female entrepreneurs, while business growth is similar between the black and white groups.

Conclusion: The findings should guide policy makers, banking institutions and government in addressing the inequality relating to race in bank applications and also in strategizing ways to encourage females to grow their businesses, thereby contributing positively to employment growth, both adding value to and reducing inequality in the economy.

Implications: In summary, this study provided new evidence that non-bank finance, in the form of internal equity, personal savings and finance from family or friends, are the major sources of financing for SMMEs. An important policy implication of this study is that efforts to improve financing and to promote the growth of SMMEs must include policies promoting owners' savings and business savings. While current policy for small business financing addresses debt financing primarily from commercial banks, other policy considerations must address such issues as improving business profitability and retained earnings.

Reference available upon request

Privacy and Beyond: Social and Ethical Concerns of 'on-the-job' Surveillance

Submission ID: 442

Jijo James Indiparambil, KU Leuven, Belgium, India

Extended abstract

Workplace, today, has become a major locus of human life, where possibilities of human interaction and growth are generated and endorsed. Attitudes and behaviours become signs of one's personal integrity in the workplace where an individual spends significant portion of his or her time. An extensive use of the available means of the current sophisticated technologies in the organizational workplace offer inexpensive and user-friendly devices and methods to control, monitor, and process information pertaining to an individual and his or her 'on-the-job' behaviour (Quinn 2012). Alongside the motives of profitability and productivity, employee health and safety, and risk or liability alleviation (Simpson & Byrsky 2010), surveillance is also feasibly vindicated by demonstrating it as either a kind of coercive control or as caring (Sewell & Barker 2006). Yet, the ensuing socio-ethical crisis of surveillance often overrules its expected benefits, and the organizational behaviour, at present, witnesses alarmingly augmented ethical concerns and apprehensions (Trevino et al. 2006). Few scientific and scholarly studies have been done on this issue, aside from those undertaken from a principally administrative and legal point of view and such latter, in general, lack a moral framework to enable an integral understanding. Therefore, this paper, with an analytical method applying to current literature, carries out an ethical and social investigation upon the organizational behaviour within the context of electronic surveillance to learn how different structures affect 'on-the-job' behaviours.

The loss of privacy, among many others, is the most devastating effect of workplace surveillance (Allen 2007, Yerby 2013). This paper analyses, first, the surveillance frameworks (Foucault 1975, Eisenhardt 1989, Stanton & Stam 2003) and scrutinize the technological devices that increase the violation of employee privacy (D'Urso 2006). The protection of employee privacy gains greater significance (Solove 2008, Nissenbaum 2010, Moore 2010), for the physical and informational infringement that an instant monitoring carries to employees' life, also brings with it more adverse effects of fear, anxiety, and distrust (Kissa & Ssanyu 2005). Continuous surveillance damages also the individual and organizational behavioural morale (Ciocchetti 2011). The dilemma, however, is that the majority of scholars unilaterally focus on individual rights and risk overlooking the social impact and consequences of surveillance. While acknowledging the different possibilities of addressing the issue, this paper, secondly, analyses the fundamental social challenges and implications of surveillance in the workplace. It will be carried out from a socio-ethical perspective in dialogue with the concept of surveillance as a "social sorting" (Lyon 2003), which highlights the classifying drive of contemporary surveillance.

People are sorted into categories, assigning worth or risk, in ways that have real effects on their life-chances (Lyon 2003). An employee is objectified and dehumanized when s/he is placed under the category of suspicion. Moreover, the surveillance system obtaining personal and group data classifies employees according to varying criteria, to determine who should be targeted for special treatment, suspicion, eligibility, inclusion, access, and so on (Lyon 2003). Thus, we foresee that through surveillance, social problems such as distrust, over-policing, suspicion and exclusion are exacerbated and social groups defined as 'risky' or 'dangerous' are created in the workplace. This concept allows us to think beyond Foucault's disciplinary society, according to which people are

“normalized” by their categorical locations (Foucault 1975), as well as farther than Deleuze’s argument of “society of control” (Deleuze 1992).

This paper, after identifying the individual and social implications of surveillance, then proposes an adequate work ethics on the basis of a framework of reallocating trust as default attitude (Lyon 2001), and transparency as future (Rawlins 2008) of ethical behaviour in organizations. Likewise, a gradual progression from a ‘culture of fear’ (Furedi 2002) to a ‘culture of trust’ (Nissenbaum 2004) is engendered. Trust lowers transaction costs, facilitates interorganizational relationships, and enhances manager-subordinate relationships (Doney et al. 1998). In the same manner, the articulation of transparency, as a business priority, is of utmost importance for a successful and trusted organization (Berggren & Bernshteyn 2007). Though transparency often seems to be an overlooked value in business, yet it greatly improves productivity, employee morale, and organization’s culture (Cohn 2013). Transparency, as it is generally conceived, “is an individual being honest with himself about the actions he is taking, [...] is also the organization being upfront and visible about the actions it takes, and whether those actions are consistent with its values” (Gebler 2011). Transparency is crucial for building trust and maintaining healthy organizational relationship (Jahansoozi 2006, Rawlins 2008). The culture of trust and transparency is, thus, advocated as an essential ‘on-the-job’ attitude and behaviour, which is capable to exclude and eliminate even the proposed legitimate reasons for applying electronic surveillance.

The ‘Economy of Communion’ (EoC) is, then, presented as a supplementary (practical) example or an alternative economic paradigm (Gallagher 2014) for an integrated ‘on-the-job’ behaviour to promote better individual, organizational and social development (Gold 2010). Contrasting the traditional way of bringing new juridical form or an organizational business model, EoC presents a new vision of economy and society (Bruni & Heij 2011) respecting individual freedom, privacy, and dignity and placing human person at the centre of every discourse. Thus, this paper argues for an alteration or a modification of traditional organizational behaviour with an ethic of trust and of transparency situated within and goes beyond the questions of moral duty, principles, and legal compliance. In the same vein, the ethic of trust and transparency would recognize the uniqueness of every employee treating them individually with all due respect to their personhood, whether this is mandated by a rule. However, every organization functions under fixed statutes and norms to achieve its desired goals and this is a supplementary response that goes adjacent to managerial laws and precepts of each organization and its behaviours.

Reference available upon request

Measuring Financial Inclusion across the World

Submission ID: 449

Submission track: Financial Inclusion: Access to Credit and other Financial Services

Submission type: Competitive paper (CP)

Dilip AMBARKHANE, *Symbiosis International University, India*
Ardhendu Shekhar SINGH, *Symbiosis International University, India*
Bhama VENKATRAMANI, *Symbiosis International University, India*

1. Introduction

Inclusive financial systems are necessary for poverty reduction. World Bank (2014) observes that “more extensive availability of financial services allows individuals and firms to take advantage of business opportunities, invest in education”

Kempson and Whyley (1998) argued that the lower section of the society is more vulnerable to financial exclusion. In addition to it, geographical factors and economic inequality also impact it. Kunt and Klapper (2013) found that only 50% of adults in the World had access to a formal bank account. Measuring the financial exclusion in all countries will help in improving the situation.

This paper attempts to measure the extent of inclusion level across 122 countries of the world. The next section is devoted to literature review followed by methodology. The last section deals with findings and discussion.

2. Literature review:

Claessens (2006) has defined financial inclusion as the “availability of a supply of reasonable quality financial services at reasonable costs, where reasonable quality and reasonable cost have to be defined relative to some objective standard, with costs reflecting all pecuniary and non-pecuniary costs.”

Efforts by various agencies across the countries have been made to improve the access to financial services. But, unless one measures the impact of initiatives taken, it would be difficult to decide about the effectiveness of interventions and also chart out the future course of action. In order to measure “Financial Inclusion” a number of studies have considered various parameters and methods for computation of Financial Inclusion Index.

3. Methodology:

As suggested by Ambarkhane, Singh, and Venkataramani (2014), we followed multidimensional approach to measure financial inclusion with Demand, Supply and Infrastructure dimensions. We have calculated the index for each dimension by taking weighted average of indices of the indicators. Weights are attached as per the table above. The index is taken as the inverse of Euclidian distance from the ideal. This is also referred as Displaced Ideal Method. Using it we developed a combined Index of three dimensions mentioned above. This we call as Financial Inclusion Index (FII). Finally combined index is modified by giving effect of drag and Comprehensive Financial Inclusion Index (CFII) is arrived at.

4. Findings and Discussion:

We have measured Financial Inclusion of 122 countries across the world and ranked them as per the score as shown in Table-3 below.

The countries are divided into four categories namely High, Higher Middle, Lower Middle and Low. The first three categories contain 30 countries each, whereas last category contains 32 countries.

Out of 30 countries in High Category, 26 of them are from developed regions of the World such as North America (US and Canada), Western Europe, Eastern Europe, East Asia (Japan, Hong Kong Singapore, and South Korea), Australia and New Zealand. Out of remaining four, two are from Latin America, one from Eurasia and one from Africa.

Higher Middle category consists of majority of countries from Asia and Latin America and some of the lesser developed countries of Europe. It consists of emerging economies such as Argentina, Brazil, China, Iran, Mexico and South Africa.

The Lower Middle category consists of majority of countries from Asia and Africa. It consists of emerging economies like India, Indonesia and Russia. The Low category represents underdeveloped countries from Africa, Asia and Latin America. Out of 32 countries in this category 22 belong to Africa. The remaining are underdeveloped countries of Asia like Afghanistan, Pakistan and Nepal, and from Latin America like Guatemala and Honduras.

Impact of Drag Factors:

Financial Inclusion Index (F.I.I.) is calculated by considering Demand, Supply and Infrastructure factors and countries have been ranked. The final measure of Financial Inclusion called Comprehensive Financial Inclusion Index (C.F.I.I.) is calculated by applying Drag factors on FII and ranking is done. It is observed that ranks have changed significantly in some cases. Table-4 below gives analysis of changes in ranks of first 20 countries.

References available upon request

Understanding the perception of customers towards Corporate Social Responsibility activities of the Bank

Submission ID: 450

Submission track: Pro-Social Management Models

Submission type: Competitive paper (CP)

Ardhendu Shekhar Singh, Symbiosis International University, India

Dilip Ambarkhane, Symbiosis International University, India

Bhama, Venkataramani, Symbiosis International University, India

Extended abstract

Introduction:

Corporate Social Responsibility (CSR) has proponents as well as opponents at the conceptual and empirical level. On the extreme, is the view of Friedman, who says “The social responsibility of business is to increase its profits” (Friedman, 1970). Whereas, Carroll (1991) gives space to other responsibilities of the organizations also, and classifies them as economic, legal, ethical, and philanthropic responsibilities of the organization in that order of priority.

It has attracted the attention of every stakeholder like academicians, practitioners, government, media, and civil society. The Indian Government has also taken different measures in this direction. The Company Act, 2013 talks about the CSR in the Indian context and perhaps for the first time in the world it has been made a legal responsibility of the business. Now, organizations have to spend 2 per cent of the net profit on the prescribed activities namely (i) eradicating extreme hunger and poverty, (ii) promotion of education, (iii) promoting gender equality and empowering women, (iv) reducing child mortality and improving maternal health, (v) combating human immunodeficiency virus, acquired immune deficiency syndrome, malaria and other diseases, (vi) ensuring environmental sustainability, (vii) employment enhancing vocational skills, (viii) social business projects, (ix) contribution to the Prime Minister's National Relief Fund or any other fund set up by the Central Government or the State Governments for socio-economic development and relief and funds for the welfare of the Scheduled Castes, the Scheduled Tribes, other backward classes, minorities and women, and (x) such other matters as may be prescribed.

Every company fulfilling any one of the following criteria needs to form a CSR committee consisting of three or more directors including at least one independent director.

- a) Net worth of rupees five hundred crore or more,
- b) Turnover of rupees one thousand crore or more,
- c) Net profit of rupees five crore or more during any financial year.

India has taken a great initiative by making the CSR activity mandatory for the organization having certain level of profit/ market capitalization.

2. Literature review:

There are multiple levels of benefits from CSR. It helps in reducing environmental concerns at the macro level and at the same time it helps in attracting shareholders, customers and employees by improving the reputation of organization.

There are different motives for an organization to engage in CSR activities, such as altruism, strategic choices, and greenwashing, which give varying results (Bénabou and Tirole, 2010). Each of these motives is being seen in the context of its impact on the performance of the organization. The altruist motive implies conducting activities based on the decision maker's individual commitment to a cause. This being altruistic in nature, the organization does not publicize this spending and therefore does not gain anything, not even a better public perception. On the contrary, it impacts the financial position of the organization negatively. The strategic motive improves financial performance by connecting the CSR activities with main activities of the organization. By spending on CSR activities that directly promotes the business interests, the organization stands to gain. Greenwashing attempts to enhance the corporate image without doing anything significantly on CSR (Frankental, 2001).

The CSR might be in response to the expectations of stakeholders to fulfill the responsibility towards the society. It may also be because of pressure from key stakeholders, in which case, it brings real improvement. Customers are one of the key stakeholders, and the positive impact of CSR activities on them helps the organization to improve financial performance.

Researchers have identified the impact of CSR on myriad factors including publicity through word of mouth, loyalty, attitudes, purchase intentions, emotional attachment, shopping in-store, and brand identification. There is a positive relationship between a company's CSR activities and consumers' attitudes toward that company and its products. It can also mean the negative evaluation by the customers will jeopardize their chances of purchasing the products of the organization (Brown and Dacin, 1997).

CSR can affect purchase intention of the customers directly as well as indirectly. By creating socially sensitive corporate image of the organization, it affects the purchase intention indirectly. On the other hand, it can directly impact the purchase intention either through company specific factors such as product quality or customer's specific factors such as an aligned commitment to CSR (Sen and Bhattacharya, 2001). Customers purchase decision gets affected by CSR activities of the organization, but reaction is not uniform, it ranges from unresponsive to highly responsive customers (Mohr, Webb, and Harris, 2001). Some of the customers are even ready to pay a higher price for the products being sold by a socially responsible organization. Others who are not willing to pay a higher price may still prefer such socially responsible organization if the product is sold for the same price at which it is sold by the competitors (Servaes, and Tamayo, 2013).

CSR also helps in building customer loyalty, but the results of research studies are inconclusive. It helps in creating positive word of mouth publicity (Maignan and Ferrell, 2004). It helps in improving customer satisfaction. Customers preferred initiatives that benefited themselves, rather than those that benefited the broader community (Lynette, and Sharyn, 2008)

CSR can help not only in building a brand but also in sustaining a differentiated brand of the organizations (Peter, and Hillier, 2005; Torres et. Al., 2012). It has positive effects on industrial brand equity and brand performance. Industrial brand equity comprises of Brand Loyalty, Perceived quality, Brand awareness, Brand association, and Brand satisfaction (Lai et al., 2010,).

CSR initiatives play an important role in perceived service quality, which in turn, influences trust and brand effect (Poolthong, and Mandhachitara 2009).

CSR activities help in building trust of the organization leading to customer loyalty especially in case of service failure and recovery (Beomjoon, 2013). Customer-centric initiatives impacted banking customers' attitude to the bank and behavioral intentions more powerfully than environmental or philanthropic initiatives (Lynette, and Lai, 2011).

CSR activities are more value enhancing if they are conducted by firms with more consumer awareness (Servaes, and Tamayo, 2013). Scant research has investigated reaction of retail banking customers to different corporate social responsibility (CSR) initiatives (Lynette, and Lai, 2011). With this in mind, we have made an attempt to understand the awareness of bank's customers about CSR activities.

3. Methodology:

The researchers adopted quantitative method to capture the CSR activities of Banks in India. Accordingly, information was gathered through survey by using structured questionnaire. The customers from private as well as public sector banks were covered. Data was collected by the students of M.B.A. They were informed about the concept by the researchers, and were trained to conduct the interview. Data was collected from 100 customers of 6 private sector banks and 120 customers from 10 public sector banks in the Pune City.

The customers represented all the major banks operating in India. Banks like State Bank of India from public sector banks and ICICI bank from private sector banks were part of the study. The main reason for selecting these banks was their market share. We used already existing scale to measure the awareness level of customers of these banks.

4. Findings and discussion:

Our analysis shows that, customers were aware about the CSR as a concept. More than 80 percent of customers were aware about it. However, they were unaware about the initiatives taken by their banks in this direction. Examining banking customers' attitude and behavior in response to different CSR initiatives has implications for banks developing CSR strategies. As customers were aware, if banks attempt to increase the awareness of the initiatives taken by them, it will result in increased brand image, customer satisfaction, and less propensity to leave the banks.

Close to 90 percent of the customers were of the opinion that CSR is resource intensive and costly concept. And, if banks are doing something in that direction, bringing it to the notice of customers would definitely enhance its image. Another opinion of the customer was that it needs to be legislated, which perhaps goes in line with the recent initiative by the government. They were equally divided on the idea of CSR being more important for developing countries. The concern for the banks would be the perception of the customers that CSR is primarily motivated by public relations or marketing

considerations, as 85 percent of the respondents were having this opinion. It might reduce the effect of CSR activities, banks need to work in that direction and attempts need to be made in decreasing this misconception.

Reference available upon request

Strategic Management – A new perspective on how business analytics aids to deliver sustainable customer delight

Submission ID: 456

Rohit Ramanujam, Philips, India

Extended abstract

Researchers often relate business strategy to economic value. Practitioners deal with how strategic management delivers psychological value. Some academics illustrate the significance of strategy and its correlation with shareholder value. Research studies often measure the significance of the business values, customer satisfaction, and the effect of business analytics on them.

Empirical research normally relates theory-driven literature with the identified research gap to propose a research question to address the gap (Grant, 1991). This paper investigates on how business analytics aids service businesses to make strategic decisions. Strategic management in service businesses can influence business values i.e. economic value, psychological value, shareholder value. Further, the article researches the significance of the business values on service customer satisfaction. Additionally, the paper investigates how customer satisfaction and customer loyalty link together. The article also stimulates the thought process by examining the interconnection between customer loyalty and customer delight. Consequently, the research question examines the extent of influence business analytics has on business strategy and empirically differentiates their influence on customer delight.

Business analytics (BA) can be categorized into descriptive, predictive and prescriptive analytics. Descriptive analytics can be defined as the analysis of data to reason for the past success or failure. Predictive analytics may be described as a technique to forecast into the future. Prescriptive analytics could be construed as a capability to make predictions, suggest benefits and effects of the predictions. Thus, normative analytics can aid companies reinvent their strategy.

Business strategy may be defined as a process of studying the internal and the external connected business environments to make a plan towards increasing operating profit. Descriptive analytics can analyze a group of service customers, through measures of central tendency (mean, median, and mode) and variability (standard deviation, kurtosis, skew). Here, service businesses can utilize prior customer behavior information by performing empirical descriptive analyses to make better strategic decisions. This analyses can be presented to the business leaders (BL) through dashboards such as the Business Balanced Scorecard (BBSC).

Another analytical methodology to assist business leaders in their decisions is predictive analytics (PA). Measures of PA include accuracy of out-of-sample predictions. PA is a form of statistical analysis that extracts information using the aforementioned measures to decipher relationships and patterns within business data. Based on the known, PA predicts the unknown (future) through probabilities and trends. This is done by detecting relationships in the data and then extrapolating relationships forward in time. BL can utilize the course direction to change strategies and generate higher business value.

Prescriptive analytics (PRA) utilizes deterministic and random optimization to empower BL drive synergetic strategies. For each specific action PRA can provide a recommendation. PRA

takes both structured (numbers, categories) and unstructured data (videos, images) to continually predict and re-predict the future. Thus, the different forms of decision analytics analyze large amount of data, use inventiveness to solve challenging problems and provide options for BL to formulate strategies to deliver segment oriented customer solutions.

Expected economic value = F (scarcity of resource, problems in implementing, expertise in business analytics, availability of opportunities) (Gary & Wood, 2011). A business blueprint can make short-term and long-term plans towards delivering enhanced psychological value. Psychological value measures may include continuous improvement, creativity, integrity, and respect for the individual and service to society. Companies may devise strategies towards minimizing social distance (interpersonal gaps), temporal distance (present to future gap), spatial distance (distant places) and experiential distance (image and its experience) to stimulate innovation (Wu & Chaturvedi, 2009). Innovative products are born when creative teams work on intuition. People form the centerpiece of a business (Kyläheiko, Jantunen, Puumalainen, Saarenketo, & Tuppurä, 2011). Businesses can create a team environment to reduce interpersonal gaps, foster collective intelligence to deliver enhanced customer delight. Firms delivering more economic value combined with an increased psychological value together with an increased shareholder value normally deliver an increase in customer satisfaction. Customer's voice measured through a tool such as Net Promoter Score can denote customer loyalty. Business who consistently deliver increase in customer satisfaction normally have loyal customers and this consistency can result in sustained customer delight measured through a survey.

Three hundred service businesses are surveyed through a seven point Likert scale. With the data collected, 5 hypotheses are analyzed through Chi-square test. In summary, these hypotheses test the effect of business analytics on business strategy and their influence on business values, customer delight. The resulting p-value is computed. The hypotheses of the conceptual model are further analyzed by Structural equation modelling. Latent constructs in the model and manifest/indicator variables from the survey responses are calculated. Cronbach's Alpha reliability test is utilized to check if the indicator variables can assess the construct.

The results have practical implications. First, service organizations can visualize the effect of analytical synthesis on big data. Second, companies may utilize this empirical analysis to feed into their BBSC to provide more business value resulting in customer delight. Third, researchers can further delve into the interconnection between business analytics, strategy and customer loyalty. Thus, this research contributes to existing research and scientists can extend this cross-sectional survey to demonstrate the explanatory power of business analytics on other business values.

References available upon request

Corporate Governance, Corporate Social Responsibility and Firm Performance – Evidence of Interrelationship from India

Submission ID: 457

Dhanya Alex, Associate Professor, FISAT Business School, Mookkannoor, Angamaly, Kochi, India

Roshna Varghese, Assistant professor, Rajagiri College of Social Sciences, Rajagiri Valley P.O, Kochi, India

Extended abstract

Good corporate governance involves a commitment of a company to run its businesses in a legal, ethical and transparent manner - a dedication that must come from the very top and permeate throughout the organization (Naresh Chandra Report 2009). After a series of high-profile corporate scandals in different parts of the world, there was an urgent need for revamping the corporate governance norms and guidelines by the governments around the globe. A large number of researches in economics, finance and accounting literature had attempted to link corporate governance factors with practices which help in preventing corporate fraud (Yu, 2013), accounting irregularities (Bushman et.al. 2004) and poor disclosures (Milne & Adler, 1999; Trotman & Bradley, 1981). These research works were grounded on the Principal – Agent theory (Fama & Jensen, 1983; Jensen, 1986) which suggested that the difference in the firm specific information level among the managers and stakeholders might result in self-serving behaviour among managers, which could be detrimental to the interests of the stakeholders. Agency grounded explanations suggest that implementation of corporate governance mechanisms is very effective in preventing fraudulent managerial behaviour, insider dealing, and various forms of noncompliance with laws and regulations. Such fraudulent actions are sometimes called as actions with negative corporate social responsibility implications by experts. (Arora & Dharwadkar, 2011). Firms' actions which help to enrich the goals of such as employees, the local community, nongovernmental organizations, or broader societal objectives are identified as positive corporate social responsibility actions. (Waldman & Siegel, 2008). Corporate Governance can also be advocated as the key factor in financial performance leading to shareholders wealth maximization. Good corporate governance results in execution of only those projects which will provide enhanced return to the stakeholders. Market discounts everything, hence good governance can be rewarded in the form of market returns, better valuation of firms and at times reduction in cost of capital (Srinivasan and Srinivasan, 2011). Corporate governance practices as presented in corporate governance report in a firm's annual report reveals the whole lot of governance measures put forward by the management, which as well serves the information purpose of investors. Improved disclosure results in improved transparency, which is one of the most essential elements of healthy corporate governance practices (Bhasin, 2010). This article explores the relationship between corporate governance, corporate social responsibility and firm value. The contribution of this paper is to understand the interrelationship between corporate governance practices and its antecedents, which could be useful for various stakeholders, policy makers and regulators in India. The article addresses the questions like, "What are the corporate governance practices in Indian companies?", "Do the corporate governance practices affect the corporate social responsibility activities undertaken by the companies?" and "Whether corporate governance practices improve the firm value?"

Corporate Governance and Corporate Social Responsibility Agency theory suggests that companies tend to engage in positive CSR activities only when they anticipate potential benefits through increased stakeholder satisfaction and loyalty, reduction in the political costs and

reduced inter stakeholder groups conflict (McWilliams & Siegel, 2001). Researchers have also suggested that companies tend to use CSR strategically to camouflage their managers' self-serving behaviour and gather support from the wider stakeholder group when they anticipate challenges from the shareholders. Mallin, Michelin, & Raggi, (2013) and Scherer et.al. (2013), suggested that corporate governance structures, such as corporate boards, board committees, and dominant owners, should not only monitor managers' compliance but also determine how deeply CSR principles are integrated into the decision-making process at the top. In other words, this approach on corporate governance claims that the governance mechanism is a key organizational function that affects the way in which a company adds a social dimension. (Porter and Kramer, 2006). Hence it is hypothesised that corporate governance influences corporate social responsibility activities performed by a firm.

Corporate Governance and firm value There exists a great number of literature linking corporate governance practices to the firm performance in an international context. (e.g., Yermack, 1996; Gompers et al., 2003; Bebchuk, Cohen, and Ferrel, 2004; Cremers and Nair, 2005; Core et al. (2006); Dittmar and Mahrt-Smith, 2007; Chhaochharia and Grinstein, 2007). These studies generally find that certain governance attributes like board composition /size, ownership structures are associated with higher firm value. Klapper and Love (2004) found that governance and disclosure matter more for firm value in countries with poor legal environments. Hence it is hypothesized that better corporate governance it is hypothesized that better corporate governance shall lead to greater operating performance and firm's external valuation.

Methodology To measure the corporate governance, the researchers intend to use a self – developed corporate governance index for which reliability and validity are ensured. The index includes items which covers the important aspects of corporate governance namely, board structure, transparency, stakeholders' value enhancement. Corporate social responsibility is also measured with the help of a self-developed index which includes items on community welfare and development, labour practices & employee welfare and environment protection. Firm performance measures taken for this study are profitability measured in terms of Return on Total Assets (ROTA) and market valuation by way of Tobin's Q. Tobin's Q is defined as the ratio of the market value of a firm to the replacement cost of its assets. The secondary data available from the annual reports of the year 2012 –13 and websites of the companies is used for this research. The population consists of listed companies in India. The sample consists of non – financial companies in BSE 100 index. BSE 100 companies represent nearly 75% of the total market capitalisation of Bombay Stock Exchange Limited. Market capitalisation of BSE is around 90% of all India market capitalisation. Banking and investment companies are eliminated from the purview of the study as they have separate statute and norms for corporate governance and disclosure in their annual reports. This could lead to the limitation of this study that only large companies will be included in the sample.

Reference available upon request

APPLICATION OF QUALITY FUNCTION DEPLOYMENT (QFD) FOR TVS: AN ANALYTICAL STUDY

Submission ID: 464

Ashu Sharma, School of Business Management, Narsee Monjee Institute of Management Studies, Mumbai, India

Apoorva Pangaria, Manager, Make My Trip, India

Extended abstract

Purpose : Now days, buyer are getting more option to select their services because of the increasing competitive market. Hence the subject of service quality has become critical factor to attract buyers. A service is an act offered by one party to another. In this competitive era, for any organization such as two wheeler service industries it is necessary to provide quality service to retain their customers'. Service quality has major influence on customer satisfaction as customers buy products or services and on whether they continue to do so. Now days many industries have changed their strategic focus to emphasize customer retention for long term relationship. To preserve their long term relationship with customer, businesses need to adjust the quality of customer service appropriately. The study focuses on the measurement of current service quality of Vinod TVS an automobile dealership in Bhilwara. The main objectives of the present study are to test the reliability of the developed data and to develop, propose a QFD for service quality improvement. Quality Function Deployment (QFD) is one of the techniques that can bridge the gap and help translate customers wants to designers hows (Menks et al., 2000). In the following paper, a comprehensive view of Vinod TVS QFD is presented. As such, the researcher will try to look into the benefit which TVS can draw with applicability of Quality Function Deployment.

Design/Methodology/Approach : QFD process utilizes a set of matrix diagrams which are related to one another. Each phase has a matrix consisting of a vertical column of "Whats" and a horizontal row of "Hows". "Whats" are CR; "Hows" are ways of achieving them. At each stage, the "Hows" are carried to the next phase as "Whats". The QFD matrix (house of quality) is the basis for all future matrices needed for the QFD method. The number of matrices depends on the scope of the project. The process continues until each objective is refined to an actionable level (Besterticld, 2006). But researchers give priority to the initial house of quality matrices (Park and Kirn, 1998; Tan and Pawitra, 2001, 2003; Min and Kirn. 2008; Birdogan et a/, 2009), Through this matrix, action plans are developed to improve the service quality. Identifying basic customer needs named "Whats" constitutes the starting point of the HoQ and stand on the left of the house. It follows defining the customer priority level of these needs by translating them into numeric values. To identify the customer needs, the authors selected the customers from the following walks of life who have been using two wheelers for the last few years. Customers, Technical staff in sales and repair center of Vinod TVS, Bhilwara. A survey was conducted in the study from 25 customers. Survey was conducted to know the 'Voice of the Customer' (VOC) about these improvements. Data collected from the surveys was interpreted in terms of customer needs. Customer needs were organized according to their relative importance. Relative importance was subjectively allocated to customer needs on a scale 1-5 (where 5 indicate the most important need and 1 indicates the least important need). The ranking was carried out on the basis of customer feedback obtained from the customer survey. In order to improve service quality, the information obtained from the surveys about customer requirements, technical descriptions, and relative importance was used to build the House of Quality (HOQ) for the Vinod TVS, Bhilwara. The concept generation process was based on the results of House of Quality.

Findings and Implications: The results of the study indicate that the proposed methodology could make a valuable contribution by enhancing the understanding of the perceived service quality of Vinod TVS. After filtering out the specific customer needs, HOQ framework was used to map the design requirements. In a technical importance point of view, the first five design requirements are- "Trained service advisors", "Improve the Resources", "Modern Equipments", "Availability of spares" and "Well trained field technicians". Once the critical design requirements are more clearly known and understood, Vinod TVS will be in a better position to anticipate customer requirements rather than to react to customer dissatisfaction. The role of service quality has become critical to the success of organizations. Therefore, it is important to use an effective approach to deal with service quality. The major contribution to this work is the adoption of a more comprehensive approach to investigating the service quality items tool (QFD). From a methodological perspective, it can be concluded that the ability of designing services upon customer satisfaction make this approach a powerful tool for Vinod TVS. QFD is a good system to be implemented in Vinod TVS. QFD does not design to replace the existing Vinod TVS design process by any means, but rather support the Vinod TVS design process. And it also helps bring the customer's needs into the service process to reduce the unnecessary cost. Cutting service time is also very beneficial to the Vinod TVS. QFD forces the entire Vinod TVS to constantly be aware of the customer requirements. QFD chart is a result of the original customer requirements that are not lost misinterpretations or lack of communication. Marketing benefits because specific sales points that have been identified by the customer can be stressed. Most importantly, implementing QFD results in a satisfied customer. This research has only analysed service quality of Vinod TVS, Bhilwara. Author has not performed any competitor analysis. Hence Competitor analysis and an extended study on other channel partners can be considered as future scope of study.

Reference available upon request

**The role of HRD Interventions and Employee competencies in enhancing
Organizational Effectiveness: The moderating role of Organizational Learning
Culture using AMOS**
Submission ID: 467

Rama Krishna Gupta Potnuru, School of Management, National Institute of Technology,
Rourkela, India

Chandan Kumar Sahoo, School of Management, National Institute of Technology,
Rourkela, India

Rohini, Kumar Sharma, School of Management, National Institute of Technology,
Rourkela, India

Extended abstract

Organizations to work effectively and to sustain in the constantly changing global competitive economic environment, they should acquire those competencies which builds competitive advantage and differentiates from the competitors. In this sense, Human Resource Development interventions (HRD interventions) may stimulate the development of certain competencies related to the company's human resources, which can support this differentiation and enhance the organizational effectiveness (OE). Although studies have suggested that the relationship of the HRD interventions and personal competencies has been analyzed, focusing on employee competencies (Kabanoff and Brown, 2008; Song et al., 2008), but no works have specifically dealt with the analysis of how organizational learning culture moderates positively with the relationship between the HRD interventions and Employee Competencies (EC) which has the direct influence on the enhancement of OE. This gap leads us to consider our research questions: (a) what is the relationship between HRD interventions like training initiatives and career development program (Career Management) on employee competencies? (b) Does competencies developed through HRD interventions support in enhancing OE? (c) Whether organizational learning culture (OLC) moderates the relationship between HRD interventions and EC? Thus the objective of the study is to respond to posed questions and to examine to what extent employee competencies influence the organizational effectiveness.

The organizational effectiveness has influence of rapidly accelerating rate of technological innovation forces and competitive environment that made the companies to invest in employees' HRD interventions (Birdi, 2005; Brooks and Nafukho, 2006). Scholars investigating the outcome of HRD interventions reports that it improves employees' capabilities on the job, productivity and efficiency (Haslinda, 2009). The general purpose of HRD interventions is to produce a competent and qualified employee to perform an assigned job and contribute to organization's business outcomes. Therefore, one can say that the central theme behind HRD interventions and activities being implemented and provided to employees in organizations is development of competencies as it has been empirically established by a recent Malaysia base study by Haslinda (2009). Whereas Yuvaraj and Mulugeta (2013) explains that HRD interventions continuously improve employees' expertise and performance through the existing practices of training and development, career development, performance appraisal and organizational development.

One of the important HRD Interventions is training, in which every individual in an organization has an opportunity to develop competencies accordingly. Training is described as the "extensiveness of formalized programs to develop knowledge, skills

and abilities" (Evans and Davis, 2005). Employees participated in training apply the new learned skills, knowledge and attitude on their everyday work and demonstrate better abilities and competencies in performing their job (Zumrah, 2013). Whereas career development is a process of creating a partnership between the organization and its personnel, enhancing their knowledge, skills, and abilities (Gilley, et al, 2009). It allows for improved individual competences while concurrently enhancing organization success. Accordingly this study hypothesizes that there is relationship between HRD interventions and EC. According to Lawler and Ledford (1997) an organization is considered as effective when there is good fit among its strategy, competencies, capabilities, and environment. Workforce flexibility and employees who innovate and initiate change may have an important impact on OE (Prince, 2003). Thus literature reflects that EC plays an important role in the enhancement of OE.

Organizational learning culture is a complex process that refers to the development of new knowledge and has the potential to change behavior (Huber, 1991; Slater and Narver, 1995). Organizations that developed strong OLC are good at creating, acquiring and transformation of knowledge, as well as modifying behavior to reflect the new knowledge and insight (Huber, 1991; Garvin, 1993). The learning culture process has been noted as one of the important and appropriate factor to enhance EC and commitment. It's not only implementing the HRD interventions in the organizations, but the environment surrounding the individual is also important for enhancing EC. However, few studies have examined the moderating effect of OLC. In addition to the main effect, this study hypothesizes the moderating effect of OLC on the relationship between HRD interventions and EC.

The study is conducted in selected (based on turnover and number of employees) four cement manufacturing industries of Andhra Pradesh, in India, where the organizations have training initiatives and career development as an important HRD interventions. A structured questionnaire was designed with five dimensions: training initiatives (Santos and Stuart 2003), career development (Chen et al., 2006), employee competencies (Chong, E. 2013), organizational effectiveness (Gold et al., 2001; Rahman et al., 2013) and the moderator organizational learning culture (Lopez-Sanchez et al., 2011). The validity of the model is tested by applying Moderated Structural Equation Modelling (MSEM) approach to data collected from 516 executive and non-executive employees working in four medium size cement manufacturing companies.

First we performed confirmatory factor analyses to assess the potential influence of common method bias and to establish the discriminant validity of the scales. The five factor model showed a good model fit ($\chi^2 = 1006.682$; degrees of freedom (df) = 364; normed fit index (NFI) = .901; comparative fit index (CFI) = .934; root mean square error of approximation (RMSEA) = .059; standardized root mean square residual (SRMR) = .047). Then proposed model is tested by adopting Ping's (1995) approach to MSEM using the three steps described by Cortina et al. (2001). The results showed a good model fit ($\chi^2 = 483.728$; df = 174; NFI = .935; CFI = .957; RMSEA = .059; SRMR = .077) and all the hypotheses are supported.

The research confirmed that there is significant relationship between HRD interventions and EC and also between EC and organizational effectiveness. Additionally the moderating role of organizational learning culture has shown significant positive relationship between HRD interventions and EC. The simple slope test plots the

interaction and shows that the positive relationship between HRD interventions and EC that intensifies when OLC is high.

The current study contributes theoretically to the existing literature of OLC that how OLC moderates in the relationship between the HRD interventions and employee competencies that assists in enhancing OE. When employees of an organization feel support from their organization, they try to reciprocate it in terms of positive attitudes. Therefore, organizations should support and facilitate their employees in all aspects, i.e. financial, security and learning. Continuous learning is essential for employees in enhancing their competencies.

Reference available upon request

**PERSUASIVE COMPETENCE OF ALIGNABLE AND NON-ALIGNABLE ADD-ON, ON
CONSUMER PRODUCT EVALUATION AND ATTITUDE FORMATION: SPECIFIC TO
SMART PHONES**

Submission ID: 476

Sandhya Gopalakrishnan, Amrita University, India
Sherin Shaji, Amrita University, India

Extended abstract

Add-on, otherwise known as additional attribute comes with an additional cost to the company. Add-ons are not just an optional benefit; but an incremental benefit that consumers accrue along with the main product. It enhances the value of the base good when consumed in combo. As marketers try to study the persuasive competence and commercial importance of add-ons, it is essential to identify the role of different dimensions of (alignable and non-alignable attributes/ add-ons) in devising strategies. The study focuses on unveiling consumer attitude formulation and product evaluation pertaining to the alignable and non-alignable attributes for smart phones. Existing literature has studied the variations in attitude and product evaluation based on alignable and non-alignable attributes pertaining to digital cameras, vacuum cleaners and computers (Bertini, Ofek&Ariely, 2008). The paper deals with measuring the persuasive competence indicators pertaining to alignable and non-alignable attributes with respect to smart phones. The study specifically has concentrated on smart phones, as it is an opportunity for marketers to understand the consumers' evaluation criteria for smart phones. It is predicted that the number of smart phone users will increase from 519.7 million in 2014 to 700 million by 2018. The increase in demand tends to instigate a lot of mobile manufactures to get into rampant smart phone production. Hence it is necessary for smart phone manufacturers and marketers to device strategies, after considering how consumers evaluate alignable and non-alignable attributes while they make a choice of smart phones, and further suggest scope for improvements to revise the unique selling or value proposition. Consumers frame their own salient beliefs for the strongly associated attributes for a product and the ultimate evaluation of these salient beliefs gives rise to attitude formation. The 'Multi-Attribute Model, (Fishbein 1967)' is applied in the study. Multi-Attribute Model deals mainly with two aspects i.e. salient beliefs on attributes and evaluation. It is focused on predicting the attitudes produced by the amalgamation process of multiple attributes. These two elements are appropriate when consumers evaluate both alignable and non-alignable add-ons of smart phones. An exhaustive list of parameters categorising different alignable and non-alignable attributes was placed during the pilot study. Further to the pilot study, it helped in pruning down the salient beliefs attached to both the attributes of smart phones. The most prominent salient beliefs within alignable add-ons were expandable storage, software up-gradation, camera with impressive MP, front camera and flash. On the other hand, power bank, charger cases, storage compartment phone cases, clip-on mobile stand and selfie stick were the major salient beliefs for non-alignable add-ons. The study further evaluated these parameters on a scale to arrive at the differential prominence for the attitude formation attached to alignable and non alignable attributes for consumers for the purchase of smart phones. The main objective of the study was to analyse the variation in product evaluation for alignable and non-alignable attributes and finally the attitude (A0) towards smart phones. Exploratory and descriptive research design was applied to structure the study. The exploratory study helped to identify the most prominent salient belief that could be attributed to the categories alignable and non-alignable. Data collection was done using post-tested structured questionnaire after checking for reliability test using 'Cronbach's alpha' (0.7). Convenience sampling method was used to administer the questionnaire through an

online survey to a sample of 100. The sample consisted of multiple cross sectional category, individual consumers who currently possess smart phones and consumers who do not possess smart phones. This study focused on identifying consumer's variations of beliefs for multiple attributes. Attitude formation is influenced by two factors which are, strength of salient beliefs and evaluation of those beliefs associated with the differential attributes of smart phones. Evaluation of these salient beliefs influences the overall attitude in proportion to the strength of each belief. Specific to our study, non-alignable attributes had a significant positive strength than alignable attributes. It is not just the weak beliefs, but also the negative evaluation of the salient belief hinders the favourability towards attitude formation. This negative evaluation in turn leads to disruption of attitude formation which impedes the final behaviour. The study reveals a demarcating trend in understanding consumer's attitude towards alignable and non-alignable add-ons. Evaluation of the salient beliefs on a scale of 5 point likert scale showed a strong negative attitude for alignable attributes of smart phones than non-alignable attributes. The study identified the persuasive competence of the non-alignable add-ons to have a significance over alignable add-ons on formation of attitude while making a choice of smart phones. This study has measured the post facto behaviour of consumers. Consumers do not expect alignable attributes to be an incremental attribute but to be complemented with smart phones. Non-alignable add-ons have a greater influence on overall attitude formation than alignable attributes. The insights from the study will give leads for marketers to know how consumers construct salient beliefs and evaluations for alignable and non-alignable attributes of smart phones. The marketers can implement strategy to target the right segment with persuasive content having specificity, classifying the attributes/ add-ons into alignable and non-alignable. To gain a competitive edge over the different players in the market, marketers can gather insights on the consumer preference criteria and the differential treatment of alignable and non-alignable attributes. As the study points out the relevance of non-alignable attributes on consumer attitude and choice, it is advisable to promote the non-alignable attributes as add-ons for smart phones. It will help marketers to reap incremental revenue by providing the incremental benefit.

Reference available upon request

Income Diversification and Risk Adjusted Performance: An Indian Banking Sector Perspective

Submission ID: 489

Gopi Kumar Venugopal, Amrita Vishwa Vidyapeetham, India

Smitha Nair, Amrita Vishwa Vidyapeetham, India

Dr.Regikumar G, Naipunnya Institute of Management and Information Technology, India

Extended abstract

Introduction Does higher income diversification yield better risk adjusted performance for Indian commercial banks? The question is relevant from a managerial perspective because due to financial liberalization and the consequent competitive pressures in the banking industry, banks are encouraged to diversify using new products and markets in the pursuit of maximizing risk adjusted performance. Past studies conducted in advanced countries offer contradictory evidence on the relationship between income diversity and bank performance. According to the literature the reason for the lack of conclusive evidence of the relationship between revenue diversification and bank performance may be that little consideration has been given to the detailed revenue accounts and related factors that influence this relationship. To our knowledge, there has been scant literature on the impact of income diversification on the risk adjusted performance and insolvency risk of Indian commercial banks. Our study attempts to investigate the impact of income diversification on the risk adjusted performance and insolvency risk of Indian commercial banks.

Data This study is done using a panel data set covering fifty Indian commercial banks for a sample period 2003 to 2014. The data for the study has been taken from CMIE Prowess. The sample set form close to ninety percent of the total assets of the Indian commercial banking sector during the sample period.

Variables Since it is more appropriate to measure the risk adjusted performance of banks using multiple measures, we use risk adjusted return on assets (roaadj) and risk adjusted return on equity (roeadj) to measure the risk adjusted performance. Risk adjusted performance is arrived at by dividing RoA (RoE) by the standard deviation of RoA (RoE) during a three year rolling time window. The standard deviations of return on assets (sroa) and the standard deviation of return on equity (sroe) are used as proxies to measure the risk. Z score (zscore) is used to measure a firm's probability of failure or insolvency risk. Z score is calculated using the formula; $zscore = (roa + \eta) / sroa$; where η is the ratio of equity to total assets. A higher Z score indicates a lower probability of failure. Income diversity (div) is measured using the Herfindahl "Hirshman index. A decrease in HH index implies an increase in diversification. We use the ratios of interest income, treasury income, fee income and all other income sources to the total income to proxy for the different types of income structures. In order to control for the bank specific characteristics like size and leverage we use logarithm of total assets and the ratio of equity to total assets respectively. The yearly return on the Bank Nifty Index (bankix) is used to control for the macroeconomic developments and a dummy variable (crisis) is used to separate the pre and post crisis periods. The period 2003-2008 is taken as the pre-crisis period and the period 2009-2014 is considered as the post crisis period.

Model and Methodology
$$\hat{\epsilon}_{i,t} = \alpha_0 + \hat{\alpha}_1 \hat{\epsilon}_{i,t-1} + \hat{\alpha}_2 \hat{\epsilon}_{i,t-2} + \hat{\alpha}_3 div_{i,t} + \hat{\alpha}_4 IN_{i,t} + \hat{\alpha}_5 Z_{i,t} + \hat{\alpha}_6 Mt + \hat{\alpha}_7 crisis + \hat{\alpha}_8 i + \hat{\mu}_{i,t}$$
 In this equation, $i = 1, \dots, N$ and $t = 1, \dots, T$. N refers to the bank number and T indicates the time. The coefficient $\hat{\alpha}_1$ and $\hat{\alpha}_2$ are the estimated persistence coefficients of risk adjusted bank performance and the Z score. A significant and positive value indicates that the performance will be maintained in the subsequent year. If the coefficient of the diversification variable is negative and significant, then it indicates that the diversification effect holds. On an average greater diversification will improve the risk adjusted performance of banks. $IN_{i,t}$ refers to the income structure variables for bank i during year t . $Z_{i,t}$ refers to the bank specific control variables.

μ_i is the unobserved individual effect and $\hat{\mu}_{i,t}$ is the stochastic error term.

Mt refers to the macroeconomic control variable (bankix) and crisis is the dummy variable capturing the pre-crisis and post-crisis effects. This paper hypothesizes that if $\hat{\beta}_3$ is negative then, on an average income diversity impacts the risk - adjusted performance and the probability of insolvency positively. To be precise, as income diversity increases, the risk adjusted performance improves and the insolvency risk decreases. We estimate the model using the system-GMM estimator developed by Arellano and Bond using the Windmeijer bias corrected robust VCE. We use the two step GMM estimator instead of the one step estimator for more efficient results. For consistent estimation, we test the hypothesis that the error term is not serially correlated and also the Sargan test of overidentifying restrictions. In all the cases we fail to reject the null hypotheses which support our model specification. Some of the important implications which emerge from our study are: first of all, our empirical results demonstrate that the lagged values of the risk adjusted bank performance are positively significant, indicating that such performance will be maintained year on year. Second, the strategic choice of diversifying the income sources is likely to yield positive results in terms of the risk adjusted performance. In addition, the results also indicate that income diversification is also likely to reduce the insolvency risk. But, the results do not indicate any significant relationship between the different types of income streams and risk adjusted bank performance and insolvency risk.

Reference available upon request

Motivation: Its Influence on Work in Management Graduates

Submission ID: 493

Submission track: Human Strategic management

Submission type: Competitive paper (CP)

Shipra Shrivastava, *Meerut Institute of Technology, Meerut. UPTU/AICTE, India*
Dr. Vaishali Goel, *Meerut Institute of Engineering & Technology, Meerut. UPTU/AICTE, India*
Dr Sandeep Kapoor, *Meerut Institute of Technology, Meerut. UPTU/AICTE, India*

Extended abstract

Employers search and retain motivated employees in the interest of organization. For this purpose they are hunting the management talent from various business schools who are highly motivated to achieve the objectives of the organization.

To know the type of motivation that the candidates are having, the research paper takes the case of management graduates. Businesses are influenced by changes in the policies of governments and with the Indian economy embracing liberalization, privatization and globalization, there has been innumerable career opportunities in various sectors. This has resulted in increasing demand for management graduates in various sectors leading to a tremendous growth in management education in India. Managers play a vital role in shaping the economy of a country.

In a growing economy business organization need managers who apart from being qualified are committed. Employers are constantly look out for management graduates who are having “Strategic Learning”, “Book learning” (Diane Stafford, 2004) and soft skills like effective communication abilities, team oriented skills, people skills, initiative, integrity, awareness of global perspective, decision making skills and task oriented.

Business schools provide these soft skills besides providing foundation in Management Theories and Organizational Behavior, Ethics and managerial economics which help in development of decision making abilities, risk analysis, estimation, interpreting financial statements and develop systems for effective conduct of businesses. MBA Program with its primary focus on Management Studies offers students insight into effective and optimal use of resources, maximization of output and profitable functioning of a business enterprise. These management graduates after gaining technical and soft skills from business schools get motivated and form the bedrock on which Indian economy has grown since 1991. This paper is to know the influence of work motivation on management graduates. The main aim of the study is to investigate the influence of the work motivation on the performance of management graduates.

MOTIVATION TO WORK An unsatisfied need, drive, desire or motive causes tension (physical, psychological or sociological) within the individual, leading him to engage in some kind of behavior (to seek a means) to satisfy the need and thereby reduce the tension. This activity is directed towards a goal; arrival at the goal satisfies the need. Motivation has been defined as: the psychological process that gives behavior purpose and direction (Kreitner, 1995); a predisposition to behave in a purposive manner to achieve specific, unmet needs (Buford, Bedeian, and Lindner, 1995); an internal drive to satisfy an unsatisfied need (Higgins, 1994); and the will to achieve (Bedeian, 1993). According to Shartle (1956), “Motivation is a reported urge or tension to move in a given direction to achieve a certain goal” .

INTRINSIC AND EXTRINSIC WORK MOTIVATION Most motivation theorists have proposed that there are two major sources of motivation: extrinsic and intrinsic (deCharms 1968). Intrinsic Work

Motivation is internal and satisfies basic human needs. Extrinsic Work Motivation is external, which means factors controlled by external environment like compensation packages, pay raises, promotion, stock options, performance bonus and other benefits. Intrinsic work motivation is the desire to be effective and to exhibit in the form of interest and enjoyment (Myers 1999). In this there is a natural relationship between person and the reason for doing it. An employee who is experiencing a state of intrinsic work motivation tends to be committed to the job and is self-fulfilled through it (Klubnik and Roschelle, 1996). An employee who is motivated extrinsically tends to feel lack of control over on-the-job behavior.

HYPOTHESIS: Students of different grade business schools are having intrinsic motivation The study was carried out in different institutes imparting post graduate management education and ranked by All India Management Association, (AIMA) New Delhi. These institutes are located in National Capital Region (Noida, Delhi, and Faridabad) and Western Uttar Pradesh. Western Uttar Pradesh adjoining National Capital Region, for all practical purpose, is a contiguous area. For present study 50 institutes were surveyed. 486 students of MBA final year (fourth semester) were selected by random sampling. Distribution of Samples: Institutes are categorized in Grade "A" , "B" and "C" . and samples are differentiated into male and female ratio.

TOOL USED: For the present study tool used was of Dr. Udai Pareek that measures intrinsic and extrinsic work motivation. It consists of following 14 factors, of which seven are related to intrinsic and other seven to extrinsic motivation: job security, respect and recognition, opportunities for promotion, interesting work, considerate and sympathetic supervisor, technically competent supervisor, fringe benefits (perquisites) as motivator, pay according to ability and competence, comfortable working conditions, responsibility and independence, sound company policies and practices, salary, fixed working hours, doing something worthwhile. The questionnaire was administered by the students individually or in group. Paper represent the Work Motivation in each type of the institutes' i.e "A" , "B" and "C" . Since the mean score of extrinsic work motivation is higher than mean score of intrinsic work motivation in "A" -type institutes, this shows that students of "A" type institutes have high extrinsic work motivation. In "B" and "C" type of institutes also the mean scores of extrinsic work motivation are higher than mean scores of intrinsic work motivation, this shows that students of "B" and "C" type of institutes have high extrinsic work motivation. In all these three cases calculated value of Z is higher than tabulated value as a result hypothesis is rejected. Further the male students of "A" -type institutes and "B" -type institutes are having more extrinsic motivation but calculated value of Z is higher than tabulated value so hypothesis is rejected. Female students of "A" -type institutes are having more intrinsic motivation but calculated value of Z is higher than tabulated value as a result hypothesis is rejected. In case of "B" -type institutes female students are having high intrinsic motivation and calculated value of Z is lower than tabulated value so hypothesis is accepted. In case of "C" -type institutes both male and female students are having more extrinsic motivation also calculated value of Z is higher than tabulated value so hypothesis is rejected. The result shows that the students are having higher extrinsic motivation which they develop in the management institutes by gaining soft and professional skills.

Reference available upon request

Holistic Development of Indian Banking Industry

Submission ID: 496

Sadhvi Mehrotra, *Dr. Virendra Swarup Institute of Computer Studies, Kanpur as Assistant Professor., India*

Extended abstract

In today's dynamic environment, organizations are adopting new forms and practices to meet the challenges of new technology, intense competition, and demanding customers. Fagiano (1995) described, "Organizations are living organisms, in many ways similar to individuals. People have personalities, and organizations have cultures. Personalities and cultures are formed by values, because, quite simply, values state what is important to individuals or business." Currently, there is a gap between the state of the values and the implicated statement of the values. However, organizations these days are counting just on the wealth and by doing so, the organization celebrates the professional front and invalidates the personal values and it creates imbalance between work and life. This is what all results in lack of ethics and ownership in organizational culture. Due to unethical business practices, corporate failures, unethical and insufficient disclosures made the demand for the concept of corporate governance. The collapse of Global Trust Bank, the UTI fiasco & spat between Ambani brothers caused concern to investing in general public (Fernando, 2009). Many factors were contributing to the increase in the rate of frauds like feudal mindset, greed, financial regulations, and inequality that were prevailing in the society. The number of frauds had increased in regards to intensity and magnitude. In India, the Corporate Governance practices are improving year after year, particularly in the banking sector, which is a good sign from the industry's perspective.

Shah (2013) opines that unlike, any other business sector firms, governance problems at a bank could affect the entire financial system of the country and he further adds that the collapse of one bank can trigger a series of failures in the whole economy. The need for Corporate Governance in Banks is because the financial system is the spine of the economy and banks are the main players in the Indian financial system. The new concern in the corporate world is 'good governance'. The most accepted corporate mantra today is that the better the Corporate Governance practice of an organization the better the stakeholder value creation. To achieve the expected result in the modern era Stakeholder's are expecting the corporate to behave in an ethical manner. Importance of Corporate Governance & Stakeholder's Relationship can be the key to improve organizational performance. This implies the need for holistic development. A model of 'Holistic development & Management' given by Sharma (2008) when applied in the corporate context can lead us to the concept of Holistic corporate management. In reference to the model, Prof. Sharma said that the Ethics dimension reflects Good Governance & Character Competence of the Corporation. Organizations need to show an image of a good corporate citizen and they believe that the good governance practices are good for them and such companies go beyond the letter of the law & practice corporate governance in its true spirit. A better human being is a better worker and a better manager leads to better productivity, better quality and thereby it leads to better performance of the organization. This is because a better human being focuses his/her energy on positive aspects of life and thereby contributes to synergy at the workplace. Such a person is also self-motivated. Human Quality Development (HQD) helps us to become better human beings in addition to being good at skills. Hence, HQD is important for development of Institutions & Organizations. The essence of Human Quality Development lies in the idea of Character Competence of Corporation. While the concept of 'Core Competence' is useful at the enterprise level, the idea of 'Character Competence' is at the root of enlightened leadership of enterprises. HQD implies the development of Character Competence. Sharma (2002) suggested the concept of character competence of corporations. Character competence is indicative of the values and ethical basis of the corporation. A corporation may do good business based on its core competence but may pollute environment and be socially irresponsible. Earlier the performance of an organization was measured on the

basis of its efficiency and financial performance. These ways of performance measurement had their own limitations in terms of Holistic Development of Organizations and their social relevance. It is envisaged that measuring performance on the basis of 'Character Competence of the Corporation' will pave a way in this direction. As organizations put a lot of attention on core competence, they hardly pay on character competence. The paper will encompass the foundational concept and factors that are important for Character Competence that will lead to organization's sustainability and progressive growth of Indian Banks. The concept of Character Competence is grounded in the notion that when corporate governance towards good governance will be in effect in the Banking organizations it will lead to organizational growth. For evaluating the holistic performance, the author suggests the need to develop Holistic Performance Scorecard. This scorecard would measure, economic, social & ethical performance of the organization. This also implies a character competence index be developed for corporate to assess the extent to which they are meeting their Social Dharma. In future, many organizations may adopt this approach because of pressures from social, environmental and spiritual developments.

Reference available upon request

Strengthening Customer Retention in Retailing through Service Quality: A Case Study Analysis

Submission ID: 497

Submission track: Marketing Management and consumer behavior

Submission type: Competitive paper (CP)

Dr. Sathish R., Principal, Narayan Zantye College of Commerce, Bicholim Goa, HOD and Dean Research Centre, Government College of Arts Science and Commerce, Quepem Goa, India

Rajendra V Kumbharjuvenkar, Assistant Professor, Narayan Zantye College of Commerce, Bicholim Goa, India

Extended abstract

Introduction Retailing in India is one of the fastest growing segments of the economy and accounts for 14 to 15% of its GDP. It is the largest segment in India which employs about 8% of the workforce. The Indian retail market, at a CAGR of 12% is expected to reach US\$ 1 trillion by 2020 from US\$ 600 billion in 2015. (Boston Consulting Group and Retail Association of India) The whole concept and idea of shopping has undergone an attention drawing change in terms of format and consumer buying behaviour. Customer retention has become the top priority of businesses today as it cost five times more to acquire a new customer than retaining the present customers (Payne, 2002) (Erinle & Bharathi, 2012)). Retailers for that matter should be innovative in designing the value proposition and serving the consumer better, faster and at least cost (Roy, Satyajit, 2010). Service offerings like parking facility, convenient location, personalized services etc. are the thrust areas of retail service quality, which can enhance customer satisfaction and build customer loyalty (Anthony & Rajendra, 2014). (Havaladar, Jacob, & Dash, 2012) Further adds that retailer should identify the parameters which act as obstacles, which if not taken seriously would dampen the prospects of the marketers. Service offered to Customer is one such parameter. Identification of the research problem The literature review brings out the fact that, retailers should constantly review their value propositions to satisfy their present and prospective customers. There is limited research carried out in the Indian context, to determine the link between retail customer service, customer's satisfaction and the loyalty of customers. The present study therefore, attempts to validate the dimensions of service quality and analyse the link between retail service quality, customer's satisfaction and customer's loyalty towards retail in the Indian context. Objectives of the study The broad objective of the study is to analyse the relationship between Service Quality, Customer Satisfaction and Customer Loyalty in retail. However, the specific objectives are as under:- To identify and validate the dimensions of service quality of selected supermarkets in Goa with the overall evaluation of shoppers. To study the link between Service Quality, Customer Satisfaction and Customer Loyalty in strengthening the customer retention in selected units. Hypothesis of the study In order to study the above research objectives, the following hypothesis are formulated and tested by applying appropriate statistical tools. H1: There is a positive impact of dimensions of service quality on the overall evaluation of retail service quality. H2: There is a significant relationship among Service Quality, Customer Satisfaction and Customer Loyalty in strengthening customer retention. Data processing and Framework of analysis The primary data required for the study is procured by using simple random sampling technique and by using a Structured Questionnaire. The data is processed by using EFA, CFA and SEM. Results and Discussions The EFA results revealed four factors relating to customers perception of service quality, influencing the customers satisfaction labeled

as, Store Attributes, Merchandise Quality, Customer Care and Convenience. The cumulative variance of these four factors is 70.21%. The convergent validity of the construct was assessed by using CFA and by examining the factor loadings and average variance extracted, as suggested by (Fornell & Larcker, 1981), (Ganguli & Roy, 2010). All the indicators had significant loadings on to the respective latent constructs ($P, < 0.001$) with values of the regression weights varying between 0.548 and 0.938. The co-variances of the latent constructs are ranging from 0.245 to 0.329 and are significant since the P value is < 0.001 . All the latent constructs have positive correlation between each other. In addition, the average variance extracted (AVE) for each construct is ≥ 0.50 , which further supports the convergent validity of the constructs. Hence the hypothesis H1 is accepted. The Model fit indices revealed that, the χ^2 for the CFA model is 186.414, Degree of Freedom is 108 and the P value is 0.000. Hence it is significant at 0.001. Further the Normed χ^2 i.e. (CMIN/DF) is 1.726 which is < 3 ; this signifies a very good fit. However, the GFI, AGFI, RMSEA and CFI are 0.885, 0.837, 0.069, 0.070 and 0.958 respectively. These indicate that the model is moderately fit. While summing up, it can be said that the four factors, viz. Store Attributes, Customer Care, Convenience and Merchandise Quality have a positive impact on overall evaluation of retail service quality. The Model Fit Summary for the SEM model, linking Dimensions of Retail Service Quality with Customer Satisfaction and Customer Loyalty reveals that, the χ^2 is 246.138, Degree of Freedom is 133 and the P value is 0.000. Hence it is significant at 0.001. Further the Normed χ^2 i.e. (CMIN/DF) is 1.851 which is < 3 which signifies a very good fit. The GFI, AGFI, RMSEA and CFI are 0.860, 0.800, 0.082, 0.076 and 0.954 respectively. These indicate that the model is moderately fit. Based on above findings it is seen that there is strong positive correlation between Dimensions of service quality in retail, customer's satisfaction and the customer's loyalty towards retail. Hence the H2 is accepted. **Conclusions** The research study proposed and validated a structural model, linking Dimensions of Service Quality, Customer Satisfaction and Customer Loyalty, to enhance the service quality of retail organization for strengthening the customer retention. The study validated that in the Indian context, the dimensions of retail service quality namely, Store Attributes, Customer Care, Merchandise Quality and Convenience have a significant influence on customer satisfaction. Store attributes like modern looking equipments, store layout, ambient environment, easy access and ease in moving around can significantly contribute towards customer satisfaction. The retail organizations therefore should strive towards enriching their service offerings by focusing on the dimensions of the service quality identified in the study. This shall enhance the customer satisfaction and build customer loyalty which, ultimately shall lead to customer retention.

Reference available upon request

Models for sustainable innovation in emerging economies

Submission ID: 499

Deepika Joshi, Faculty Associate, School of Management, Gautam Buddha University, Gretaer Noida, Pincode-201308, Uttar Pradesh, India

Extended abstract

For emerging economies majority of customers lies at the bottom of pyramid (Prahalad and Hammond, 2002). In such nations transformation does not only require hefty resources but also necessitates a process which can fulfill their needs sustainably. Thus, strategies and business models are needed which can make innovations sustainable. Unlike the case of emerged economies where basic needs are already identified and satisfied the market of emerging economies are still unexplored and un-served. It happens due to various reasons like low per capita income, stringent rules of the government regarding FDI etc. However, rigid regulations of emerging markets are debatable issue from over-regulation to safeguarding domestic environment. With changing scenario multinational are entering emerging economies like China, India, South Africa, Brazil, and Mexico. These nations can be compared with mines which are unexplored and holds rich minerals. According to WIPO's report China is at the top ahead of USA in filing IPR applications. Thus becomes evident that emerging economies can outperform emerged economies. But implementation of successful old models of innovation especially taken from Euro Zone and USA might lead to inevitable repercussions. This happens due to their implementation in absolutely different business environment (Nidumolu and Prahalad, 2009). In long term they can hamper self development and ultimately sustainable growth of firms in emerging markets. Economic outperformance for emerging nations depends on innovation sustainability (Nidumolu and Prahalad, 2009). The work presented in this paper suggests 5 Rs i.e. rearrangement, recasting, reorganizing, restructuring and remodeling as a way to achieve such sustainable competitiveness. These has been arrived by analysing variety of live case studies. Mentioned factors or the 5Rs exist in varied combination make two sub-models for doing innovation sustainably for emerging economies. Model 1 refers to the demystification of the concept of innovation.

This is done by aligning value networks with local customer needs. For sustainable innovation an innovator need to connect to the unexplored and un-served market base of Bottom of pyramid. Recognizing the nature of innovation i.e. what type of product/services can fulfill the needs at Bottom of Pyramid is the key to success. Example, an innovation by Indian banks for Pradhan Mantri Jan Dhan Yojna, an epitome to provide value network for meeting real needs. Majority of Indian public banks went door to door in villages and fulfilled concerned queries to have bank account, resulted in 75 million accounts in half year. For Model 1 what, where, why, when and how are the significant points to be considered. This is usually done by social innovations. Example, Nokia in Uganda observed that people could rarely afford a cell phone for whole family. Company identified the gap and pioneered features like shared device. Five users can set their separate profiles, separate directories and personalized features on single handset. Finally, Nokia was benefited through customer loyalty and unpredicted sales. Model 2 refer to nurturing of innovation in emerging economies by experience. It shows how an experienced firm having successful product development in developed country can utilize its experience in emerging markets. It occurs in three stages: a) defend and grow developed base- base product, b) adapting existing product to local market- defeaturing, c) developing new platforms to local markets- frugal innovation. Case study concludes that the existing models in literature are focused on financial statement modeling, technology strategy, social change model and many more (Teece, 2010). The presented models in this paper differ from existing ones by considering the other perspectives of firm's internal resources as well. Innovation in emerging economies should be people oriented rather than competition oriented. Research recommends that new business entrants should follow model 1 where as experienced firms can follow model 2 for sustainable innovation in emerging economies. However, in emerging markets distribution

is a prominent concern. It is been identified that reason of system crises in emerging markets is failure of value network. Thus, providing only a product by frugal innovation would not be too productive. Research also suggests ten factors which may lead to sustainable innovation. These are supply chain, culture of organization, product experience, finance model, production cost, price, marketing, customer focus, performance standards and payment options. On combining these ten vital elements a 10X model for sustainable innovation is obtained. Implementing which companies can align both product as well as service system simultaneously in interest of its stakeholders.

Reference available upon request

Healthcare accessibility at the Bottom of the Pyramid : A study of the scope of eHealth in India

Submission ID: 507

Udita Taneja, University School of Management Studies, GGS Indraprastha University,
India

Ridhi Bhatia, Apeejay Styta University, India

Extended abstract

According to World Health Organization (WHO) World Health Statistics 2013, India has a ratio of 6.5 doctors, 10 nurses and 9 beds per 10,000 people compared to the global average is of 13.9 doctors, 29 nurses and 30 beds. In order to meet the healthcare requirement of its population of 1.25 billion, India needs an additional 1.54 million doctors, 2.4 million nurses and 2.6 million beds. At the same time the healthcare facilities are heavily concentrated in the urban areas because of higher average revenue per operating bed (ARPOB) while more than 68 percent of the population reside in rural areas. Out of these 700 million people residing in rural areas, 66 percent do not have access to the critical medical care and 31 percent of them have to travel more than 30 kilometres to seek healthcare facilities.

In the current scenario there is a considerable need in terms of healthcare accessibility at the “Bottom of the Pyramid” that needs to be met. In India only 3.7 percent of the GDP is spent on healthcare while the global average is 9.20 percent and government expenditure as a percent of total healthcare expenditure is a mere 28 percent as compared to the global average of 59 percent. Thus, the onus lies on the private players to take the initiative and fill the gap through innovative solutions that are profitable and at the same time promote inclusive growth.

One of the possible solutions that have emerged globally to bridge the gap in health services between the wealthy who have access to healthcare and the poor who cannot afford the services is eHealth. eHealth is defined as providing information and communications technologies (ICTs) enabled solutions for healthcare related activities. There are different forms of eHealth that includes Telemedicine, ePrescribing, mHealth, Electronic Health Records (EHR), and Health Knowledge Management. Telemedicine is a form of eHealth that uses communications networks for delivery of healthcare services and medical education from one geographical location to another. It is a useful means of managing healthcare issues of shortage and uneven distribution of healthcare infrastructure and human resources. mHealth involves using Mobile devices for providing Health services while EHR enables the recording and communication of patient data between different healthcare professionals and systems.

The objective of this research paper is to study the scope of eHealth as a healthcare delivery model to reach the “bottom of the pyramid” in India. For this purpose, a detailed study of the eHealth initiatives in India is done in terms of their objectives, value propositions, penetration, customer segments, and operating models. The major telemedicine projects in India are implemented by state governments with the support of the Indian Space Research Organization (ISRO) and Department of Information Technology (DIT). In order to deliver healthcare services to people in those areas where medical expertise is not available, healthcare providers like Apollo Hospitals, Max, and AIIMS have created their own network

of telemedicine centres that connects these remote areas to the specialists with the help of information and communications technologies (ICTs). At the same time, applications have been developed by different companies for the dissemination of

health related information amongst medical practitioners, patients and the general public.

This study also analyze the macro-economic, technological, social and other demographic factors in India in order to understand the scope of eHealth in India in terms of drivers and inhibitors in the growth of eHealth in India. As per the data released by Telecom Regulatory Authority of India (TRAI) in September 2014, India had a tele-density of more than 76 percent with over 950 million users, out of which 388 million reside in rural areas. The number of broadband connection subscribers is 75 million approximately while the subscribers in rural areas were 15 million. According to the report in 2012 by the United Nations Population Fund formerly known as United Nations Fund for Population Activities (UNFPA), the number of elderly people (60 years or above) in India are around 100 million and the number is expected to increase to 323 million by 2050 and thus elderly people will constitute 20 per cent of the total population and this segment of population would have greater requirement for healthcare services. With the aging population and ever-increasing prevalence of chronic, lifestyle and long-term illnesses, there is a need for eHealth solutions to deal with the growing demand for healthcare. According to the World Health Statistics 2012, about 61.3 million people in India are diabetic amongst which 11% of male population and 10.8% of the female population have shown a significant rise in blood glucose levels. Given the high capital expenditure associated with establishing a hospital, increasing real estate prices (land and infrastructure costs account for 60-70% of the capital expenditure in case of hospitals), and longer pay back period that adversely affect the returns, hospitals are exploring new business models, that require lower investments, have shorter gestation periods and that help them in expanding their geographical reach. In this scenario eHealth is one of the cost-effective solutions for hospitals.

This study will sensitize the healthcare providers towards the opportunities in the field of eHealth and how it can be an effective tool to achieve the dual purpose of wider reach of service delivery and profitability. The providers need to revisit their current business models and come out with a cost effective way of delivering healthcare facilities to all segments of society.

Reference available upon request

Loan Loss Provisions and Earnings Management by Indian Commercial Banks.

Submission ID: 511

Smitha Nair, *Amrita Vishwa Vidyapeetham, India*
Gopi Kumar Venugopal,

Extended abstract

Do Indian commercial banks use loan loss provisions to manage earnings? The three main objectives of this study are: first, we examine whether Indian commercial banks use loan loss provisions to manage earnings. Second, we examine whether there exists any significant difference in the use of loan loss provisions to manage earnings between four bank groups namely the nationalized banks, new generation private sector banks, old generation private sector banks and the state bank group. Third, we investigate whether there is any significant difference in the relation between loan loss provisions and earnings management before and after the recent financial crisis. We define earnings management as smoothing earnings, similar to Ahmed et al. and examine the relation between loan loss provisions and earnings before taxes and provisions. We posit that Indian commercial banks have an incentive to engage in both upward and downward earnings management as a signaling device using the discretionary component of loan loss provisions. Hence, it is important to understand whether Indian commercial banks use loan loss provisions as a tool to meet their objectives like managing risk and minimizing earnings volatility. It is also important from a regulatory perspective, because it would help them in discerning individual bank and systemic risk conditions. The three hypotheses we examine are: H1: the relation between loan loss provisions and earnings before provisions and taxes will be significantly positive. H2: there will be significant difference in the relation between loan loss provisions and earnings before provisions and taxes before and after the crisis. H3: there will be significant difference in the relation between loan loss provisions and earnings before provisions and taxes, between the four bank groups. Variables The natural logarithm of loan loss provisions is the dependent variable in our study. The explanatory variable of interest in our study is the ratio of earnings before taxes and provisions to the total assets. Similar to Ahmed et al., we use the ratio of change in loan loss provisions to total assets as a proxy for the level of risk faced by banks. We use several control variables in this study. The yearly return on the bank nifty index traded on the National stock exchange is used as a proxy for the macroeconomic developments. Logarithm of total assets is used as a proxy for total size in this study. We use a dummy variable, crisis, to separate the pre-crisis and post-crisis periods. The period 2003 to 2008 is considered as the pre-crisis period and the period 2009-2014 is considered as the post-crisis period. Dummy variables are used for the four different bank groups. Data The data in our study is limited to Indian commercial banks during the period of 2003 to 2014. The CMIE Prowess annual, end-of-year data, for fifty commercial banks is considered which form close to ninety percent of the total assets of the Indian commercial banking sector during the sample period. The study does not consider foreign banks as their strategic objectives and business models are different from the domestic bank groups.

Model and methodology $LLP_{i,t} = \hat{\beta}^0 + \hat{\beta}^1 LLP_{i,t-1} + \hat{\beta}^2 EBT_{i,t} + \hat{\beta}^3 BANKIX_t + \hat{\beta}^4 \hat{\Delta} LLA_{i,t} + \hat{\beta}^5 SIZE_{i,t} + \hat{\beta}^6 CRISIS*EBT_{i,t} + \hat{\beta}^7 GRP*EBT_{i,t}$ where: i = individual bank; t = time period; LLP = natural logarithm of LLPs; EBT = ratio of earnings before provisions and taxes to total assets; $BANKIX$ = proxy for macroeconomic developments; $\hat{\Delta} LLA$ = change in the ratio of actual loan losses to total assets; $SIZE$ = natural logarithm of total assets; $CRISIS*EBT$ = interaction of financial crisis dummy with EBT ; $GRP*EBT$ = interaction of bank group with EBT .

The study uses dynamic panel data technique because the dependent variable, LLP, is based on expectations which are usually formed by aggregating new information and past experiences. We estimate the model using the system-GMM estimator developed by Arellano and Bond using the Windmeijer bias corrected robust VCE. We use the two step GMM estimator instead of the one step estimator for more efficient results. For consistent estimation, we test the hypothesis that the error term is not serially correlated and also the Sargan test of overidentifying restrictions. In all the cases we fail to reject the null hypotheses which support our model

specification. **Findings and Conclusion** In the present study, we use dynamic panel data technique to examine whether Indian commercial banks use loan loss provisions to manage earnings. We find evidence to indicate that Indian banks use loan loss provisions to manage earnings. Empirical evidence demonstrates that persistent coefficient of loan loss provision is positively significant. We also test whether there is significant difference in the earnings management behavior between the four bank groups namely nationalized banks, new generation private sector banks, old generation private sector banks and State bank group. This study could not find any significant difference between the bank groups for the sample period. This study also examined whether there is any change in the earnings management behavior before and after the crisis and could not find any significant difference. Overall, our findings indicate that the regulators might have to take these factors into consideration when evaluating both the systemic and individual bank risks.

Reference available upon request

**Participatory HRM and firm performance: testing the mediating role of
organizational climate**

Submission ID: 512

Subhash C. Kundu, *Professor, Haryana School of Business, Guru Jambheshwar University
of Science & Technology, Hisar, Haryana, India*

Neha Gahlawat, *University Research Scholar, Haryana School of Business, Guru
Jambheshwar University of Science & Technology, Hisar, Haryana, India*

Extended abstract

Introduction The increasing awareness of the need to highlight that organizations are no longer remained 'exploitative sources' but are in the business for treating employees as their most important asset (Kosters, 1997; Kundu and Vora, 2004) has encouraged organizations to design more effective human resource systems (Hassan et al., 2006). With use of participatory HR practices like empowerment, training, and teamwork, HR managers these days, put emphasis on developing the human capital in organizations while ensuring that the right environment is created for employees to reap the benefits of these participation related practices (Birdi et al., 2008; Kundu and Gahlawat, 2015). But the question is that are participatory HR practices really effective. The present study was conducted to deliver answer on this issue. The main objective of this study was to find out the effects of participatory HRM on firm performance in organizations operating in India. Another objective of the study was to find out the effects of participatory HRM on organizational climate. For further exploration, it also examined the indirect effects of participatory HRM on firm performance through organizational climate. Formulated hypotheses H1: Adoption of participatory HRM is positively related to organizational climate. H2: Adoption of participatory HRM is positively related to firm performance. H3: Organizational climate is positively related to firm performance. H4: Organizational climate mediates the positive relationship between participatory HRM and firm performance. Research methodology Primary data based on 569 respondents from 207 organizations operating in India was collected and analyzed. The data was collected through self-administered questionnaires. To measure participatory HRM, we used 14 items related to three subscales of self managed teams (Bae and Lawler, 2000; Kuipers and Stoker, 2009), flexible work arrangements (Bardoel et al., 2008; Som, 2008), and empowerment (Bae and Lawler, 2000; Boselie, 2011). The items were measured on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). An exploratory factors analysis with principal factor extraction and varimax rotation supported the proposed three factor framework. All the three subscales showed good internal reliability as Cronbach alpha ranged from 0.75 to 0.89. To measure firm performance, we used a composite measure of eight items ranging from 1 (much lower) to 5 (much higher). The adapted items were quality, productivity, profitability, customer service, market share, return on equity, financial strength, and revenue/sales (Khandwalla, 1977; Som, 2008). The respondents were asked to consider how their firms were performing in comparison to competing firms over the past three years in the same industry. Cronbach alpha for this scale was 0.91. Organizational climate was measured with nine items ranging from 1 (strongly disagree) to 5 (strongly agree) adapted from various studies (Agarwala, 2003; Gould-Williams, 2007; Garcia-Morales et al., 2011). Cronbach alpha for this scale was 0.90. Four variables were chosen as control variables including designation, gender, ownership, and nature. Results To test the proposed hypotheses, mediated regression analysis was performed while fulfilling the necessary three conditions set by Baron and Kenny (1986). Model 1 and 2 were regarded as the base models as they included control variables only. Model 3

captured the direct effects of Participatory HRM on organizational climate. The coefficient of participatory HRM was found significant and positive for organizational climate ($\hat{f}^2 = 0.692$, $p < 0.001$) and 47.9% of the variances in organizational climate were explained by independent variables. Therefore, the results supported the hypothesis H1. In Model 4, the coefficient confirmed the significant and positive influence of participatory HRM on firm performance ($\hat{f}^2 = 0.416$, $p < 0.001$) and 18.2% of the variances in firm performance were explained by independent variables.

Accordingly, the results supported the hypothesis H2. In model 5, coefficient of organizational climate was found significant and positive for firm performance ($\hat{f}^2 = 0.477$, $p < 0.001$) and 23.9% of the variances in firm performance were explained by independent variables, thus, supported the hypothesis H3. In model 6, when both participatory HRM and organizational climate were entered simultaneously into the regression equation as independent variables, \hat{f}^2 coefficient related to participatory HRM remained significant but reduced in size ($\hat{f}^2 = 0.162$, $p < 0.05$), indicated the partial mediating role of organizational climate in relationship between participatory HRM and firm performance. The Sobel (1982) test confirmed the significance of the indirect path linking participatory HRM to firm performance through organizational climate ($z = 6.52$, $p < 0.001$). Hence, the results partially supported the hypothesis H4. Discussion and conclusions The findings have revealed that participatory HRM not only has direct effects on firm performance, but also has an indirect effect through their influence on organizational climate. This demonstrates that adoption of participatory HRM in terms of self managed teams, flexible work arrangements, and empowerment leads to open and transparent communication channels, high trustworthy relationships between employees and management, and supportive work environment in organizations, which, in turn, positively influence the firm performance. The results have established that both participatory HRM and organizational climate are important independent factors in determining the firm performance. Organizations should pay attention to the design and implementation of those HR practices that can encourage the employee participation. More autonomy while working in teams and taking important decisions, flexibility in working hours will enable employees to participate more actively in organizations. Specifically, HR managers should endeavour to adopt participatory HR practices such as self managed teams, flexible work arrangements, and empowerment in their organizations so that a supportive organizational climate with more trustworthy relationships and open communication channels between employees and management can be established in organizations to enhance the firm performance. Another important lesson for HR practitioners is that only providing an HR policy or initiative aimed to enhance participation of employees will not prove sufficient for improved firm performance, the HR policies/practices must address the need to enhance positive organizational climate simultaneously. This study has used subjective measures of performance. Further researches can adopt objective measures of performance along with subjective measures. The current study is cross-sectional in nature. To get more robust causal inferences, a replica in longitudinal form can be carried out by future researchers. Also, the study can be extended cross-culturally for more generalized results.

Reference available upon request

Hybrid organizations in financial industry of India

Submission ID: 513

Submission track: General Papers

Submission type: Competitive paper (CP)

Ardhendu Shekhar Singh, *Symbiosis School of Banking and Finance, Symbiosis International University, India*

Dr. Dilip Ambarkhane, *Symbiosis School of Banking and Finance, Symbiosis International University, India*

Dr. Bhama Venkataramani, *Symbiosis International University, India*

Extended abstract

Abstract Financial sector in India witnessed emergence of hybrid organizations after the government started giving space to other sectors. This has resulted into growth of financial sector and subsequent emergence of private sector banks as competitors. The government has tried different business models catering varying needs of the society. This has also encouraged emergence of different forms of organizations exhibiting some form of hybridity in control, governance and policies. The major issue that remained was in conflict between banking and development motive. The conflict of motives still requires resolution and the sustainability issue still remains to be solved. Introduction In India, hybrid organizations were much sought after, because of the complexity involved in various sectors of economy needing different financial services. Historically, financial industry has been dominated by market forces leading to a vacuum in the sectors requiring financial services from development perspective. In order to correct the situation, the government intervened and forced the industry to cater to the needs to development sectors also. In response, the market has come up with a different governance mechanism. One can see different forms of organizations like public, private, third sector, and a combination of these, catering to the needs of customers.

Literature review Billis David, (2010) classified the organizations based on ownership, governance, operational priorities, human resources, and distinctive other resources. Public, private and third sector organizations have different guiding principles for each of these parameters. There are hybrid organizations having a mix of principles. But, mixing these principles creates tension among the different stakeholders involved. Principles of one sector try to dominate other/others. The organizations need to take a call on the dominating principles and at the same time need to satisfy the other principles.

Practices like hiring and socializing have been used to address the issue from human resource point of view (Battilana, and Dorado, 2010). Competing motives creates identity crisis among the members.

Source: Billis David, 2010 Given the complexities, a single sector can not address the problems/opportunities being faced/ offered by any industry. Hybrid organizations try to fill this void by offering one more forms of organization. But, there are multiple challenges facing them like dealing with competing motive, competition from dominant players, and scaling up (Haigh, and Hoffman, 2012).

Hybrid organizations are formed to face the complexity, mutual dependence as a source of value, and better pay off. But, these organizations require more monitoring as the risk of indulging in opportunistic behavior and free riding is higher than other forms of organizations (Menard, 2011).

Hybrids are by nature arenas of contradiction. They can be formed with different combinations like market/social, for profit/not for profit, state/market/civil society. These organizations are being formed in response to increasing complexity, and chances of its success are high because it prescribes to elements of different motive. These competing motives have also a negative side to it, as organizations get divided from within, among people believing in different motives (Battilana and Dorado, 2010).

Selective coupling allows hybrids to manage the incompatibility between motives and thus reduce the risks and costs of alternative practice-level strategies like decoupling i.e. to symbolically endorsing practices prescribed under one motive but actually implementing practices promoted by another motive, and compromising i.e. crafting an acceptable balance between the conflicting expectations of external constituents (Pache and Santos, 2013). Hybrids in Financial Sector in India: In India, majority of the financial sector players would qualify as hybrid organizations. The public sector banks, which are the dominant players in the industry, also shared ownership with private organizations and same is the case with private sector banks. Regional Rural Banks in India were promoted by the Central and State governments and Public Sector Banks. These were created to cater to the needs of poor. However these organizations are caught between conflicting motives of development and banking and need frequent financial support from the promoters. As such they could not develop a sustainable business model even after four decades of existence. In cooperative banks, there is a mix of public, private and third sector. This sector suffered from unsustainability due to their inability to deal with conflicting motives and undue interference by the government which remained the supplier of funds. The table below highlights the hybrid zones of various banks and financial institutions in India.

Organizations	Hybrid Zones
Public Sector Banks	Public/Private
Private Sector Banks	Private/Public
Regional Rural Banks	Public/Private
Cooperative Banks	Third/Public/private
Micro Finance Institutions	Private/Third

Micro Finance Institutions in India emerged during the period when Public sector banks started giving less emphasis on social banking and responded in favor of markets. Microfinance institutions in India also face the same problems of balancing the development and banking motives. These organizations can be classified as NGOs turned MFIs, and MFIs from the start. The MFI sector has attracted players from private sector purely from business perspective as it was being seen as lucrative business opportunity by them. The overemphasis on profitability and greediness resulted in a crisis in one of the most concentrated state i.e. Andhra Pradesh. But, one cannot deny the contribution made by this sector in inclusive finance. Majority of hybrid organizations working in India face a problem from a regulatory perspective, as they have to deal with multiple controlling agencies leading to extra confusion.

Reference available upon request

Financial Inclusion and Poverty Reduction: State-wise Analysis from India

Submission ID: 514

Submission track: Financial Inclusion: Access to Credit and other Financial Services

Submission type: Competitive Paper (CP)

Ayushi Raichoudhury, *KIIT School of Management, KIIT University, India*

Extended abstract

'Sampoorn Vittiya Samaveshan' or Financial Inclusion is what the world is focusing now. History bears the testimony that Universal financial access increases financial saving, reduce leakages & price distortion, provides more empowerment, reduce poverty & so on. This paper highlights the extent of financial inclusion across 28 states and 6 regions of India. An Index for Financial Inclusion (IFI) has been constructed using a multidimensional approach. IFI has been computed for various states and regions of India using the data for three dimensions i.e. depth, availability and usage of banking services. It is found that Goa is the most financially inclusive state of India. Further, the relationship between financial inclusion and poverty has been investigated for all the Indian states. The empirical results show that the index of financial inclusion and poverty are negatively correlated with each other. It is also observed that 41.73% of households are not availing banking services in the country as per census 2011. Thus, in order to reduce poverty and achieve millenium development goals (MDGs) universalisation of financial inclusion is the need of the hour.

Keywords: Financial inclusion, Poverty, IFI, dimension

Introduction

Research shows that poverty can be alleviated through financial inclusion (IFPRI, 2007; Chibba, 2009; Setboonsarng & Parpiev, 2008; World Bank, 2007). To eradicate poverty by addressing the needs of the unbanked population originated with the concept of Grameen Bank 30 years ago. Financial Inclusion helps the poor people with a range of appropriate and affordable financial services, such as safe accessible savings, micro credit, and insurance. According to studies, micro credit has helped the poor to come out of below the poverty line through deployment of financial services. The cross-country variation in financial development after controlling for other relevant variables can be attributed to 30 percent of the variation across countries in rates of poverty reduction (Beck, Demirgüç-Kunt, and Levine 2007). Therefore, over the last six decades poverty and exclusion dominate the ongoing reforms.

However, the literature on the measurement of financial inclusion has developed in recent years. Therefore, we have used a comprehensive measure i.e. Index of financial inclusion (IFI) developed by Sarma (2012) to measure the extent of financial inclusion across all the states and regions of India. This paper aims at examining the relationship between financial inclusion and poverty using secondary data collected from Census 2011 and Reserve Bank of India.

Methodology

An Index for Financial Inclusion (IFI) has been constructed using a multidimensional approach followed by Sarma (2012). IFI has been computed for various states and regions of India using the data for three dimensions i.e. depth, availability and usage of banking services. We used the number of deposit bank accounts per total population to measure depth, total number of bank branches per 10000 Population to measure availability and the size of the bank credit and bank deposits, to the State Gross Domestic Product (SGDP) of the states to measure usage. First a dimension index for each dimension of financial inclusion is computed. A weight W_i , where w_i is between 0 and 1, is added to the dimension i demonstrating the relative significance of the dimension i with respect to other dimensions, in measuring the inclusiveness of region. A dimension index for the i th dimension, d_i , is calculated by the subsequent formula:

$$d_i = w_i ((P_i - m_i)/(M_i - m_i))$$

where,

w_i = Weight for dimension i , w_i is between 0 and 1

P_i = Specific value of dimension i

m_i = lower boundary for dimension i , taken as the observed minimum for dimension i

M_i = upper boundary for dimension i , taken as the observed maximum for dimension i

Since all the dimensions mentioned above have equal importance for an inclusive financial system, we assign an equal weight to all the dimensions such that $w_i = 1$. The formulae will be

$$A_1 = \sqrt{(d_1)^2 + (d_2)^2 + \dots + (d_r)^2} / r$$

$$A_2 = 1 - \sqrt{((1-d_1)^2 + (1-d_2)^2 + \dots + (1-d_r)^2) / r}$$

$$IFI = \frac{1}{2}(A_1 + A_2)$$

Findings

Region-wise, the Northern Region has highest level of inclusion while the North-Eastern Region, Eastern Region and the Central Region come under low financial inclusion category.

Among the states, Goa has shown impressive results with respect to financial inclusion.

Moreover, Index of Financial Inclusion and Poverty ratios for the 28 States of India seem to move in the opposite direction. The Correlation coefficient between IFI and Poverty ratios was calculated to be -0.77 indicating negative correlation between the two values. This result shows that the states with low level of poverty are also the states with relatively high level of financial inclusion and vice versa.

Conclusion

Given the current scenario, 41.73% of households are not availing banking services in the country as per census 2011. If we can achieve 100% financial inclusion, more people would come out of below the poverty line. Therefore the need to widen FI is now perhaps more important for reducing poverty and attaining Millenium Development goals (MDGs) than at any other time in recent history.

Reference available upon request

Assessing Website Usability of an Educational Institute: Towards Development and Validation of a Scale

Submission ID: 515

Submission track: Technology & Innovations

Submission type: Presentation Papers (PP)

Ashwini Sharma, *Associate Professor Institute of Management JK Lakshmipat University, Jaipur (Rajasthan), India*

Extended abstract

Background Organizational websites are extremely important and inexpensive tool for communication with the masses. As these are important in creating the first-impression, the need for having an attractive, informative and an effective website can never be overemphasized. Web development teams continuously struggle in the process of trying to satisfy the needs of multiple stakeholders. Continuous pressure from different sects of stakeholders makes the task of designing a satisfy-all website, a formidable challenge to be met. This challenge is further complicated due to continuously evolving nature of websites. Moreover, website developing team is never certain of the point at which the visual appeal should be compromised for ease of navigation or vice versa. Apart from business organizations, educational institutions (schools, colleges and universities) are also increasingly using websites for ensuring their online presence. These websites serve a multitude of purposes, such as serving as sources of information for all stakeholders, enabling prospective students and employees to shortlist institutions for applying, promoting admissions, carrying out fee transactions, checking results etc. It is necessary that these websites are designed and maintained to promote effectiveness and efficiency of operations. However, the challenge lies in identifying the relevant parameters of website usability and then ensuring that they are taken care of. Motivation Usability is one of the most traditional concepts in human computer interface (HCI) research. Usability studies have been identified as a fundamental method in evaluation of products and systems (Yeh and Fontenelle, 2012). Such studies provide a reliable and quantitative estimate of user's performance as well as a measure of subjective satisfaction (Wichansky, 2000). Designing user-centered interfaces is a key to developing a usable system (Blythe, 2001; Henninger, 1999; Mayhew, 1999). Thus, evaluating usability of websites is of paramount importance. For net-enabled business organizations, such as online-stores and other E-commerce websites, websites act as primary user-interface and hence play an important role in determining the success or failure of such organizations (Straub and Watson, 2001). Literature also reports that it is important to design usable websites in online consumer markets as the potential customers ultimately base their decision on whether to make a purchase, return to the website at a later time or discard the website on this basis (Nielsen, 2000). Hence website usability has been identified as a critical metric for assessing the quality of a firm's web presence. It has been pointed out that with increased use of search engines, competing sites that allow users to find similar information are just a few clicks away; and if a website is not usable, or if its features or design irritates, confuses, or frustrates users in their search to perform desired operations, many users will simply switch to another site that better meets their needs (Nielsen and Loranger, 2006; Cappel and Huang, 2007; Green and Pearson, 2011). Moreover, websites are industry/domain specific and what viewers want from the websites, varies with the industry. Though there seems to be no paucity of literature on website designing, the issue of website usability assessment in the context of educational institutes was found to be under-addressed. The present work is, therefore, an attempt to develop and standardize a measure for assessing website usability of an educational institute. The measure shall fill up the void in the website usability literature.

Design/Methodology/Approach As per ISO 9241-11 (1998) standards, usability assessment focuses on effectiveness, efficiency, and satisfaction. The standards define usability as the 'extent to which a product can be used by specified users to achieve specified goals with effectiveness, efficiency and satisfaction in a specified context of use'. This definition of website usability was used to operationalize the construct in the present study. Microsoft Usability Guidelines and usability literature from information system discipline were reviewed to derive initial set of parameters that were likely to affect website usability of an educational institute. These parameters were then reviewed for their representativeness, comprehensiveness and clarity by a panel of experts. Item generation from this step was then followed by content expert validation and pilot testing. Data on the instrument was collected from different categories of stakeholders of an educational institute such as students, parents, and teachers to identify the constituents of website usability. The reliability of the scale was computed using split-half method corrected for full length for a sample of 100 subjects. The reliability coefficient was found to be .833. Cronbach alpha was also computed and was found to be .868. As all items in the scale were related to the website usability assessment, the scale exhibited high content validity besides face validity. Reliability index, which is considered to be a measure of validity (Garret, 1966), was also computed and was found to be .913.

Findings and Implications Factor Analysis of the collected data resulted in identification of twelve factors that were named as Appropriate, Attractive, Contemporary, Prompt, Trustworthy, Well Organized, Purposive, Compatible, Flawless, Explanatory, Predictable and Revelatory. Together, these twelve factors explained 70.21 percent of variance in the data. In order to further understand the latent structure behind these twelve factors, the second factor analysis was employed which resulted in six dimensions, namely, Informative, Prompt, Transparent, Contemporary, Elegant and Attractive that collectively explained 64.60 percent of variance in the data. Thus, in the case of an educational institute, the ability of its website to present desired information in an efficient manner was found to be more important than its attractiveness. The present work fills the void in the domain of website usability assessment of educational institutes. Empirical results suggest that the procedure, instrument, as well as the usability metric exhibited good psychometric properties. The scale developed not only provides important insights into website usability dimensions but also benefits the stakeholders in terms of identifying the areas of improvement of their website. Implications of the findings for researchers, website designers and various stakeholders of educational institutes have been discussed in the paper.

Reference available upon request

Spiritual Intelligence- A new dimension for employees psychological well-being

Submission ID: 517

Submission track: Human Strategic management

Submission type: Competitive paper (CP)

Divya Gautam, *Amity University, Noida, India*

Dr. Parul Jhajharia, *Amity University, Noida, India*

Extended abstract

Why employees are not satisfied and happy with their work? Why employers are not happy with their employees work? Why people are not able to find which job is suitable for them and which is not? (Yogananda), says "the greatest of all enemies of man is himself. God has given one tremendous instrument of protection- the mind. It is the mind that must be strengthened. He also says that fear paralyses mental initiatives, courage, judgement, common sense, will power and sense to avert danger consciousness". In every organisation it is very important to understand the psychological well-being of employees so that they feel happy, joy and meaning while doing their work. The major problem here is, if we are unable to understand ourselves we cannot understand the feeling, emotions and thoughts of other peoples. As if now, Intelligence Quotient (IQ) and Emotional Quotient (EQ) were only considered to be the factor for the success of the employees in the organisation. But now, Spiritual Intelligence (SI) has emerged to be one of the most important factors among them as it helps in developing and understanding the self-concept in a better way, the real self "WHO I AM?", the ideal self "WHAT I WANT TO BE", and the projected self "WHAT ACTIONS I DO THAT PEOPLE INTERPRET MY IDEAL SELF" which is very important nowadays for employees as they are considered to be the most important assets in the workplace. Work life is becoming so demanding and stressful that everyone is forced to find ways for achieving personal stability from within. Employees nowadays spending more time at workplaces rather than with their family and friends. Working for 8-12 hours in a day in their workplace making employees more stressed due to increase in their workload. Spirituality in workplace is when we bring spiritual intelligence in our workplaces which create a peaceful environment, work becomes easier and creative and employees are treated as people and not as resources. Employees turn to be calm and focused and takes 100% responsibility of his/ her life and is able to solve the problem in a better way (Chada).

In such a competitive environment every employee wants to excel in all aspects. As, well-being refers to satisfactory conditions of existence and personal happiness. In today's corporate life it is very difficult to be happy with different work culture, different gender and age groups working together as a team and in organization as a whole. (Ryff, 2005), defined "psychological well-being a theory and measurement scales designed and advocated.

The various components included in her study was self-acceptance, personal growth, and purpose in life, environmental mastery, autonomy and positive relations with others". It also refers to the state of being or doing well in life, happy, healthy or prosperous condition, welfare. "In Indian terminology it refers to harmony of indriyas, chitta and atma" (Mishra). If psychological well-being is satisfactory then employees will be more happy and productive in doing their job and will enjoy it. (Mishra), identified four dimensions of well-being in his study which were evolutionary, affective, motivational and developmental. As the ways of working, working hours and technology is changing employees are unable to work properly resulting into fear of failure. Spiritual intelligence brings depth to an individual approach and understanding and inculcate the feeling of peace, happiness,

and joy in the minds of employees. Spiritual intelligence helps in understanding “ourselves” . Which can be explained by term TEA i.e. “Thoughts” , “Emotions” and “Actions” .

It further helps in explaining the three sides of self-i.e. the real, ideal and projected self in a better way. It has been studied that lesser the overlapping of self-concept less will be the stress. This research is focused on how spiritual intelligence will be help in developing and improving the psychological well-being of employees. The purpose of the research is to study the impact of spiritual intelligence on the psychological well-being of the employees in the workplace. This paper is based on secondary data. Every human is spiritual the only fact is everyone should be able to recognize their spiritual side. Once this side is recognized life becomes very easy. The results shows that: Spiritual intelligence controls the mind and explains the concept of “who I am?” , “what I want to be” , “what actions I do that people interpret my ideal self” in a better way. Once this concept is clear in mind every employee will be satisfied in his/ her job and will find meaning and purpose in their work. It develops trust and honesty towards the work and organization. It creates the positive and peaceful environment resulting into satisfaction towards the job. Spirituality helps employees being more creative, interactive and communicative. Thus, providing personal fulfillment. It nourishes human connections which enhances the relationships within the team mates and enhances quality of life and work performance. It gives an ability of selecting and choosing the things which are correct according to them, self-awareness and interest.

Spirituality relaxes mind and soul and adds happiness in life which improves the psychological well-being of the employees. It recognizes the inner lives and personal growth and purpose in life which nourishes the work environment and culture of the workplace. (Geigle, 2012), says “if one want to be spiritual he/ she should accommodate spiritual request, respect for diversity, acknowledge employees as whole person with their minds, heart, spirit and soul” . The findings of the research helps us in understanding the concept of spiritual intelligence and its impact on psychological well-being of the employees which improves their quality of life: professional and personal. Every employee wants to be happy while doing their job. But most of the people makes mistake while selecting their job of interest. Spiritual intelligence or spirituality, is therefore, the ability of an individual to see his personal vision and ensuing to achieve the same through the prism of the larger goods to the society, bringing health and happiness to himself and the society. It brings depth to an individual approach and understanding.

Reference available upon request

Customer Preference for Brick-and-Mortar Store over Online Store

Submission ID: 520

Submission track: Marketing Management and consumer behavior

Submission type: Masters & Doctoral Students' Papers (MD)

Sushil Kumar Baranwal, PGDM - Retail Management Birla Institute of Management
Technology, Greater Noida, India

Manya Jha, PGDM - Marketing Birla Institute of Management Technology, Greater Noida,
India

Pooja Misra, Professor of Economics Birla Institute of Management Technology, Greater
Noida, India

Extended abstract

Retailing in India has witnessed different stages of evolution from Kirana store to Supermarket to Online Store. With the growth of malls, multiplexes, hypermarkets, and various other channels of shopping the customer is being exposed to a new kind of shopping experience and services that are redefining the expectations from shopping. The share of organized retail in Indian retail market is fast growing. The Indian Retail sector has come of age and has gone through major transformation over the last decade with a noticeable shift towards organised retailing. As per KPMG, with around 92 per cent of the business coming from the organised sector, the Indian retail sector offers immense potential for consolidation and growth. Statistics show the revenue generated from organised retail (or modern retail) to be INR 0.9 trillion (USD15.5 billion) in 2009 which rose to INR 2.4 trillion in 2012 (USD41.4billion), and projects it to continue growing at an impressive rate, to become INR 5.5trillion (USD94.8billion) by 2019. A T Kearney, a US Based global management consulting firm has ranked India as the fourth most attractive nation for retail investment amongst 30 flourishing markets. According to a study conducted by the 'Yes Bank "' ASSOCHAM', retail market is expected to reach INR 47 lakh crore by 2016-17, as it is expanding at a compounded annual growth rate of 15 per cent. Organised retail, that comprised just seven per cent of the overall retail market in 2011-12, is expected to grow at a compounding rate of 24 per cent and thereby account to 10.2 per cent share of the total retail sector by 2016-17. In the past few years, online shopping has also gained popularity. Many domestic as well as global players have already entered this market. Competition is increasing with high speed. Online shopping has brought in convenience and efficiency, accompanied by its own drawbacks. It is observed that now consumers have started demanding personal and intimate experience. There are people who say that when they make purchases online, they feel like they lost something, some kind of a social experience that can achieved only from going to a store, and having the touch and feel of the products they buy, before they actually buy them. This is true in some sense, but online shopping is also social, and as a social experience online shopping has the potential to reach a much larger target audience. The focus is on consumer preference over the attributes of brick-and-mortar retail stores that are most important. Though online and brick-and-mortar shopping worlds are increasingly merging together, there are still some key differences driving consumers online or offline. Consumers' purchase behavior has become more sophisticated whether they're buying expensive items or routine necessities. They might choose to get a feel of the product in the store '• a shoe perhaps '• then use their mobile phone to find a better price online, and then call into the retailer's customer service line to order and then have the shoe shipped to their home (PwC). In this research, we have tried to track the consumer's preference of channel when purchasing different items. When purchasing from retail stores, the consumer primarily does a sensory analysis of the product in order to make the purchase decision. They prefer to touch and feel the

product to sense they are getting the best possible quality. The consumer's confidence towards a brand depends almost exclusively on the contact between the consumer and the retail store, where human interaction has increased importance as it poses as a vital factor of the consumer experience. Through offline service consumers have the facility to touch, smell and adjust so the consumer is able to find the desired product with minimum risk associated with it, at the time of the purchase decision thereby giving the consumer a sense of satisfaction. The main point is that the consumer has spoken and through their actions, they've communicated that multichannel shopping is here to stay. Consumers are demanding the ability to shop anywhere at any time with any device, with excellence and consistency at every turn and are challenging retailers and brands to keep up their level of service. The key question retailers should now consider answering is; How multichannel shopping behavior will continue to evolve?, and What investments must be made to meet consumer expectations? This paper seeks to examine how several attributes such as ambience, gratification, experience of touch and feel etc. are contributing to the benefits of shopping from a brick-and-mortar store in comparison to an online shopping experience. Importantly, the research also analyses consumer expectations of service channels now and in future. For example, for products like clothing consumers place great value on the ability to touch and inspect the product and thus they prefer offline shopping experience. Whereas, for products like computer software consumers place great value on the rapid dissemination of large amounts of information through search via Internet, but many are concerned about speedy delivery and no hassle exchange which leads them to make their final purchases offline. Several statistical tools have been used to investigate the customer preference for a Brick-and-Mortar Store over an Online in different socio-economic status from consumers' viewpoint as well as to examine the key variables that directly impact consumer behavior towards visiting a Brick-and-Mortar Store or an Online Store.

Reference available upon request

Perceived diversity within management levels and organizational performance: A study in the Indian context

Submission ID: 523

Submission track: Human Strategic management

Submission type: Competitive paper (CP)

Subhash C. Kundu, *Professor, Haryana School of Business, Guru Jambheshwar University of Science and Technology, Hisar, Haryana, India*

Archana Mor, *University Research Scholar, Haryana School of Business, Guru Jambheshwar University of Science and Technology, Hisar, Haryana, India*

Extended abstract

Diversity is imperative for survival of organizations today and will continue to become essential over the next decade in all countries and companies (Goodman, 2013). It has evolved into being a strategic priority for organizations (Jayne & Dipboye, 2004). A culturally diverse workforce is more innovative (Adler, 1997; Steele & Derven, 2015) and economically beneficial (Ferley, Hartley, & Martin, 2003), and leads to superior performance (Richard, 2000). Considering the importance of diversity in achieving competitive edge (Kundu, 2003; 2004), this study was undertaken to examine the relationship between diversity and organizational performance through the perception of employees. Studying the employees' perspective on this issue is of specific interest to us as little research has focused on it (Allen, Dawson, Wheatley, & White, 2007). Furthermore, the concept of diversity as an organizational value has become an integral part of many organizational strategies, yet women and minorities continue to be underrepresented at upper hierarchical levels (Knoppers, Claringbould, & Dortants, 2015). Studying the representation of diverse groups at different hierarchical levels and its possible impact on organizational performance will add on value to the existing diversity literature. The main objective of this study was to investigate the relationship between employee perceptions of diversity (females and minorities) within the management levels (i.e. Board, senior management, management, and non-management level) of their organizations and their perceptions of organizational performance. We also endeavoured to seek differences in the extent of perceived diversity within different levels of management in organizations across nature and ownership of the organizations. Accordingly, five hypotheses (H1 to H5) were set and tested, including: perceived diversity within different management levels of organizations (H1) i.e. at the boards' level (H1a); senior management level (H1b); managerial level (H1c); and the non-managerial level (H1d); differs across nature and ownership of the organizations. Further, perceived diversity at different management levels i.e. at the boards' level (H2); senior management level (H3); managerial level (H4); and the non-managerial level (H5); is positively related to perceived organizational performance. Research methodology The present study employed a questionnaire survey approach to collect the data for testing the research hypotheses. Surveys were administered to 400 managers in 162 organizations operating in India. With a view to reduce bias, it was taken into account that each firm was represented by two to three management professionals (respondents). Four items were used to measure the perceived diversity level, and were borrowed from the study of Allen et al. (2007). A sample item of this scale is: Females and minorities are proportionately represented among this organization's senior managers. Minorities in this study were represented by Muslims, Christians, and Sikh communities. A total of nine performance variables were borrowed from the literature and used in the study (Dess & Robinson, 1984; Khandwalla, 1977; Som, 2008). Statistical techniques such as analysis of variance (ANOVA), means, grand means, correlations and step-wise regression were used. Reliability of the scale and data was also tested. Results Results of ANOVA revealed consistent effects throughout the different levels of management. Perceived diversity at the boards' level differed significantly across nature ($p < 0.012$), and

ownership ($p < 0.003$) of the organizations. Where service organizations ($= 3.65$) compared with manufacturing organizations ($= 3.36$); and Indian organizations ($= 3.64$) compared with foreign owned organizations ($= 3.44$), were perceived to have more females and minorities at the boards' level. Similarly, significant differences were observed across nature ($p < 0.004$), and ownership ($p < 0.004$) of the organizations related to perceived diversity at the senior management level; displaying more diversity in service organizations ($= 3.34$) compared with manufacturing organizations ($= 3.05$); and Indian organizations ($= 3.40$) compared with foreign owned organizations ($= 3.08$); further, cell means inspection showed that foreign-manufacturing organizations ($= 2.87$) were least diverse at senior managerial positions. Correspondingly, perceived diversity in the managerial ranks significantly differed across nature ($p < 0.004$) and ownership ($p < 0.030$) of the organizations exhibiting more diversity in service organizations ($= 3.52$) compared with manufacturing organizations ($= 3.21$); and Indian organizations ($= 3.56$) compared with foreign owned organizations ($= 3.26$). Significant difference was reported across nature of ($p < 0.000$) of organizations related to perceived diversity in the non-managerial ranks; where service organizations ($= 3.84$) compared with manufacturing organizations ($= 3.33$) displayed more diversity.

No significant difference was observed according to the ownership effect. Hence hypotheses 1a, 1b, 1c were completely supported and hypothesis 1d was supported partially. Results of regression analysis indicated weak support for H2. Only one performance variable, profitability ($t = 3.906$, $p < 0.01$), was significantly related with perceived diversity at the boards' level. Support for H3 was also indistinct, where two variables, productivity ($t = 1.813$, $p < 0.10$), and operating cost efficiency ($t = 2.712$, $p < 0.01$) showed significant relationship with perceived diversity at the senior management level. Support for H4 was the strongest and most-broad based. Perceived diversity at the managerial level was significantly related with perceived overall organizational performance ($t = 4.639$, $p < 0.01$), productivity ($t = 2.361$, $p < 0.01$), service quality ($t = 2.437$, $p < 0.01$), market share ($t = 2.295$, $p < 0.05$), innovation ($t = 6.403$, $p < 0.01$), efficiency of operations ($t = 4.563$, $p < 0.01$), and organizational flexibility ($t = 5.750$, $p < 0.01$). Operating cost efficiency and profitability were the only two performance variables that were not significantly related to perceived diversity within non-senior management category. However, contradictory to the above results; perceived diversity within non managerial ranks was found to be negatively related to two performance variables, productivity ($t = -3.486$, $p < 0.05$), and operating cost efficiency ($t = -2.418$, $p < 0.10$). No significant relationship was observed in case of other performance variables, and thus did not support H5. Discussion and conclusions Diversity levels (perceived) differed across nature and ownership of the organizations within all the different levels of management; where service organizations compared with manufacturing organizations; and Indian owned organizations compared with foreign owned organizations, seemed to be representing more female and minorities across the hierarchical levels. Perceived diversity at the boards' level evidenced in higher perceived level of profitability. Interestingly, perceived diversity within the senior managerial ranks resulted in higher levels of productivity and operating cost efficiency. Perceived diversity within managerial ranks appeared to be critical. It positively correlated with all the performance variables, except operating cost efficiency and profitability. However, perceived non-managerial level diversity negatively correlated with productivity and operating cost efficiency. Contrary to these results, Allen et al.'s (2007) study emphasized that diversity in senior managerial and non-managerial levels is critical for organizational performance. Overall, the study shows that diversity at the managerial level has the most significant impact on organizational performance, followed by diversity at the senior management level and boards' level. Based on this it seems to be important for organizations to focus not just on the diversity initiatives, but on their perceptibility to organizational members as well. Our results have important implications for policy makers and organizations. Organizations should invest in diversity, especially at managerial level through various diversity initiatives and strategies to improve the organizational performance.

Policy makers should ensure the visibility of these initiatives at all levels of management to capitalize on diversity. Also, manufacturing and foreign owned organizations need to place

more emphasis on diversity and inclusivity initiatives to hire more women and minorities in order to harness diversity's true potential. This study also possesses some limitations and consequently, provides directions for future research. Our survey was conducted in India and the results of the study cannot be generalized across other countries, since diversity is shaped by different national cultures and values. Comparative and cross-cultural studies can be conducted by the future researchers.

Reference available upon request

Master Franchising: As A Business Growth Strategy Of Monginis – A Case Study Analysis

Submission ID: 528

Submission track: Sustainable growth

Submission type: Presentation Papers (PP)

Sohani Pai Vaidya, *Government College of Arts, Science and Commerce, Quepem - Goa, India*

Dr. Sathish R., *Narayan Zantye College of Commerce, Bicholim - Goa, India*

Extended abstract

Introduction Growth is the sign of development, progress and prosperity. Growth in terms of business reflects, expansion, widening of network, inclusion of allied business activities and increasing scale of operations of the concerned unit. The present paper is an attempt to understand, the strategies of Monginis, an international brand of bakery and savories products in successfully using master franchising as its business growth model in the State of Goa. Franchising is, 'an authorization granted by a company to someone, to sell or distribute its goods or services, in a certain area'

(Marya, 2013). It is a contractual association between a franchisor and franchisee (Taneja, 2006). Franchising can be exercised through different models. One such model is the Master Franchise. It is a popular mode of international franchising, whereby the franchisor seeks out a sub-franchisor in another country and gives them the exclusive rights to operate franchise outlets themselves and grant franchises to sub-franchisees within a certain territory

(Marya, 2013). **Identification of Research Problem** Various research studies claim that franchising is one of the modes of rapid business expansion.

Castrogiovanni Garry (2002), proved in his research work that there are two factors that influence the growth of franchising firms, namely, the strategic/ controllable factors and the contextual/ uncontrollable factors.

Stephen Choo (2001), conducted a multiple case study of four foreign franchisors and provided an insight into how a foreign franchisor should approach and compete successfully in East Asia.

Lal Rajiv and Kindred Natalic (2010), explored the challenges in navigating the complex and dynamic telecom market in India. Although there are several research studies available in the field of franchising and its related issues in general, no specific study has been done in regards to business network growth through master franchising. There is no study that has been conducted in regards to any areas of franchise business in the State of Goa. The present study is a pioneer in this respect. **Objectives of the Study** The main objective of the present study is to analyse, "Master Franchising: As A Business Growth Strategy of Monginis". However, the specific objectives of the study are as follows;

To study the prime factors considered by New Millenium Bakers to steer the growth of Monginis franchisee network in Goa. To examine the satisfaction level of Monginis franchisees in Goa towards the Master Franchisee. To analyse the factors considered by franchisee units while buying Monginis franchise. **Research Hypothesis** H1:

Positive feedback given by the franchisee depends upon his satisfaction towards the support provided by the master franchisee. H2: The decision of the franchisee to buy a Monginis franchise depends upon the positive feedback from the existing franchisee.

Discussion and Analysis A single unit named New Millenium Bakers which is a Master Franchisee of Monginis, located in Verna, Goa has been selected and studied. To study the first objective, following are considered as the prime factors by New Millenium Bakers in keeping the existing franchisee force satisfied. Support in distribution. Support in sales promotion Training in the field of marketing to the franchisee. Facility to return defective, spoiled and shop soiled items. Support in establishing a franchisee unit. In order to study the second objective, a sample of 50 Monginis Franchisee Units located at different cities in Goa was randomly selected. The objective is to find out whether franchisee units are satisfied with the efforts and support provided by the master franchisee. If they are found to be satisfied then it may prove that this satisfaction can lead to

the growth of franchisee network of Monginis in Goa, as the satisfied franchisee is a positive feedback provider to the prospective Monginis franchisee. This assumption accounts for the hypothesis H1 which is tested and accepted using regression analyses with a value 0.000 at 5 percent significance level. Beta value indicates a high correlation of 0.793 and a dependency of 13.459. Further, total 34 factors are run through a systematic Exponential Factor Analyses and 10 most prominent factors have been identified as under. Master franchisee support resulting in cost reduction. Product positioning factors. Direct success reflecting factors. Master franchisee support in training the franchisee. Innovation worry free factor. Growth prospects factor. Hassel free business factor. Initial support factor. Worry-less promotion factor. 10.

Cooperative master franchisee factor. The Cronbach's Alpha obtained for 34 variables used is 0.860 which proves the data is reliable. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy value is 0.618.

Third objective was studied, based on the response analyzed of a sample consisting of 20 newly established franchisee units in regards to the factors that they considered while making a, 'Monginis franchise buy decision'. A total of 10 factors were put across for being ranked by the respondents as '1' for extremely important and 7 as the least important. Through a factor analyses these factors have been reduced down to 3 most prominent factors out of which 'positive feedback received from the existing franchisee' is one of the primary factors considered by the new franchisee in making franchise buy decision. On the basis of factors, the selected 20 newly established Monginis franchisee units are grouped into 3 clusters using a Hierarchical Cluster Analyses. Three clusters are obtained by using a Dendogram Plot. Further, 'H2' has been tested by applying the regression analysis where the beta value obtained is 0.765 which shows a positive high correlation between the two variables and the test holds significant to accept the hypothesis with a dependency of franchise buy decision on positive feedback to the extent of 12.917. Conclusion From the present study, it is proved that Master Franchising is one of the effective modes of business growth as applied by Monginis. The research highlighted some of the expectations of the franchisee from the franchisor and the required support to be provided by the franchisor to the franchisee in order to uplift the position of franchise network.

Reference available upon request

A STUDY ON RELATIONSHIP BETWEEN THE FACTORS INFLUENCING THE DIVIDEND ANNOUNCEMENT DECISIONS AND INVESTMENT CHARACTERS: FROM INVESTOR'S PERSPECTIVE

Submission ID: 536

Submission track: Finance and accounting

Submission type: Competitive paper (CP)

Subhendu Kumar Pradhan, *Pondicherry University, India*

Kasilingam R, *Pondicherry University, India*

Extended abstract

Dividend decision is an important financing decision of a company. The company needs to decide the portion of the profits which are paid as dividend and portion which are ploughed back in the firm for future investment. So there is an inverse relationship between retains earning and payment of dividend. Hence it is very competitive and conflict for financial manger to decide the use of net earnings of the company. Dividend policy determines the amount of the dividend and its effect on the firm value. Miller and Modigliani (1961) conclude the payment of dividends does not affect the value of the firm and it is irrelevant to firm value in perfect market situation. This theory is supported by the Lack and Scholes (1974), Miller and Scholes (1982) and Kaleem and Salahuddin (2006).

Lintner (1956) says that dividend decision is depended up on the current earnings and past dividend.

Forecasted earnings, existing earnings and present dividend rate all have impact on the targeted ratios and it is relevant to firm value. This theory is supported by the Fama and Babiak (1968) studied in US firm, Baker et al. (1985), Baker and Powell (1999), Brav et al. (2005), Naeem and Nasr, (2007), Ahmed and Javaid, (2009), Kanwer, (2002). The company whatever decision will take that must be full fill the objective of the shareholders wealth maximisation. This objective guides to dividend payout policy and retain earnings for potential growth in the near future of the company. There are many factors (internal and external) which are considered for deciding the dividend announcement. These factors are profitability and liquidity position, management effect and environmental factors etc. Many researcher carry out the work on factors determine the dividend announcement are;

Pourheydari, O. (2009) explains stability of cash flow, the availability of profitable investment opportunities, and stability of Profitability are the most important determinants of a firm's dividend policies.

Baker and Powell (1999) includes 20 influencing factor on the dividend and suggest that the most of companies are considered factors such as the current position, expected future earning and continuity of the past dividend policy for deciding the dividend announcement. Khan al. (2011) concludes the decision making process of Pakistan is similar to the USA and other developed market. He suggests that the past trend of dividend don't influence the current dividend decision. Company consider only the current earnings and liquidity position while deciding the dividend. Bhattacharyya, N. (2007) finds that there is a negative relationship between the dividend and managerial type (productivity). Kimie al. (2011), Ownership concentration is associated with significantly lower dividends in proportion to earnings as well as relative to book equity and there is established an endogenous relation between ownership concentration and dividend payout. Vishny (1986) explains that large shareholders have the incentives to monitor management and hence contribute to curb the extraction of private benefits, which are having the positive impact on firm value. Tobias al. (2011), Dividend relevant phenomenon to inflation and there is a positive effect on the dividend announcement. He suggested to the company should consider the inflation for dividend decision because it may

helps to increase nominal value of company earnings. Soter al. (1996) proves that the changing economic environment has significant influence on dividend decision. Perretti al.

(2013) concludes that firm size, growth opportunities, and the mix of earned and contributed capital partially explain the observed dividend policies for ADR firms. Hence, from the existing literatures, it indicates that many studies have already been done to identify the factors influencing the dividend announcement by using the secondary data and researcher also found that some of the literatures were used primary data collected from the top level management, executives and managers through questionnaire to identify the factors determining the dividend announcement. As per the researcher knowledge no study is found relating to the factors influencing the dividend decision from the investor's point of views as a real owner of the company is one of research gap. Another research gap is the investor's investment characters have an important role for making the investment decisions. Such characters may change the opinion of investor's about factors influencing dividend announcement. So it is necessary to find out the relationship between the investor's investment characters and their opinion about the factors determining the dividend announcement decisions. Therefore, the study will attempt to identify the factors determining the dividend announcement by collecting primary data from the investors who have invested in equity market through structured questionnaire. Statistical tools such as frequency, mean, exploratory factor analysis, cluster analysis, independent sample t test, ANOVA, Post hoc, correspondence analysis, discriminate analysis and canonical correlation. Initially the frequency and mean will be used to analyze the investment characters and opinion about the factors determining the dividend announcements respectively. After that, exploratory factor analysis will used to reduce the number of statements into more meaning full factors. Cluster analysis will be used to segment the investors and discriminate analysis will be used to check the validity of the segmentation of investors. Independent sample t test and ANOVA will be used to find out the significant investment characters variables. Post hoc and correspondence analysis will be used to find out the which category of the investors are having significant association with which segment of the investors. Finally canonical correlation will be used to find out the most influencing the investment characters variables and most important factors determining the dividend announcements decisions.

Reference available upon request

Does Religion affect Consumer Decision Making Style? Empirical evidence from young Indian Muslim consumers

Submission ID: 538

Submission track: Marketing Management and consumer behavior

Submission type: Competitive paper (CP)

Tajamul Islam, *Department of Management Studies Pondicherry University, India*
Uma Chandrasekaran, *Department of Management Studies Pondicherry University, India*

Extended abstract

Introduction

The globalisation and integration of the world economies have led to a plethora of product varieties and promotional activities directed towards the consumer. This has complicated the erstwhile simple and straightforward process of consumer decision making. Consumer researchers have tried to develop typologies of consumers on the basis of their decision making styles. Three approaches have been suggested by the literature to explore consumer decision making styles: the psychographic/lifestyle approach, the consumer typology approach and the consumer characteristics approach. Sproles and Kendall (1986) defined consumer decision making style as “a mental orientation characterising a consumer’s approach to making choices” equivalent to the concept of personality in Psychology. They developed a 40 item Consumer Style Inventory (CSI) consisted of eight dimensions of consumer decision making: (1) perfectionism or high quality consciousness (2) brand consciousness (3) novelty fashion consciousness (4) recreational, hedonistic shopping consciousness (5) price and ‘value for money’ shopping consciousness (6) impulsiveness (7) confusion from over choice and (8) habitual, brand loyal orientation towards consumption. The CSI is one of the widely tested instruments for validity and generalization across nationalities, populations and cultures - the US, UK, New Zealand, Korea, Germany, India and China. A few studies have also tested it on demographics like gender and ethnicities. Although religion is one of the important aspects of culture, there are no studies reported on the role of religion in consumer decision making using CSI.

The Muslim consumer market has been reckoned as the next big market after China and India. The recent Pew report on the ‘Future of World Religions’ projects that Muslims- a comparatively youthful population with high fertility rates “ will increase by 73% between 2010 and 2050, which is faster than the world’s population as a whole. By 2050 there will be 2.8 billion Muslims (30% of the total population) and will be on par with Christians (2.9 billion). The size and behaviour of this population has led to the importance of Islamic marketing as a distinct area of marketing catering exclusively to the consumption needs and preferences of Muslim consumers. It is also increasingly gaining the attention of consumer behaviour researchers in attempts to bring out the marketing implications. Our study uses the CSI and presents empirical findings from young Indian Muslim consumers. Religion, Religiosity and consumer behaviour Being a highly sensitive subject, organised religion has not been extensively studied in marketing literature (Solomon, 2015). However the area is not completely bereft of literature. Initial attempts to study religion as a determinant of consumer behaviour were made by Hirschman reporting significant differences between the followers of different religions in their consumption dimensions. Jewish consumers were found to be more innovative, less brand and store loyal (Hirschman, 1981), high in novelty seeking and information transfer (Hirschman, 1982) than non-Jews. Many studies found significant differences between the followers of different religions on the different aspects of consumption behaviour (Engel, 1976; Thompson and Raine, 1976; Bailey and Sood, 1993; Sood and Nasu, 1995; Essoo & Dibb, 2004; Fam et al, 2004). Religiosity, which is the degree of commitment towards religion, was studied as a variable affecting consumer behaviour by Wilkes et al. (1986). Highly religious people tend to

be reluctant to take risks in purchase decisions (Delener, 1990; Sood and Nasu, 1995), are economic shoppers, buy products when on sale, prefer low price, find very little relationship between price and quality (Sood and Nasu, 1995), in comparison to casually religious who were found to be trendier, more practical, more demanding and more innovative (Sood and Nasu, 1995). Consumer Style Inventory has been widely tested and assessed across different nationalities (Hafstrom et al., 1992; Durvasula et al., 1993; Lysonski et al., 1996; Mitchell and Bates, 1998; Fan and Xiao, 1998, Walsh et al., 2001). With a few exceptions, it has found support on most of its dimensions and offers an attractive approach to categorise consumers. This study attempts to test the applicability and generalizability of consumer style inventory (CSI) on a Muslim population and tries to identify segments of young Indian Muslim consumers based on their decision making style and presents some marketing implications. Research methodology The original 40-item CSI instrument was administered to a random sample of 487 young Muslim students selected from different colleges and universities from three Indian states (Jammu & Kashmir, Kerala, and Hyderabad). The respondents were in the first or second year of their Master's degree. Data analysis and findings Principal component analysis with varimax rotation was performed on the data. The items having substantial cross loadings were removed. Similarly the items having factor loadings less than 0.5 on its primary factor were also dropped, which resulted into the removal of 20 items. The factor analysis of remaining 20 items yielded a six factor solution, which accounted for 65 percent of the variance. The six factors obtained are as follows; Perfectionist Brand conscious Novelty-Fashion Conscious Confused by Overchoice Habitual, Brand loyal Recreational

Implications of the study The study offers an exploratory understanding of decision making styles of young Muslim consumers in India. Identifying the major and general decision making styles of Muslims can be used by marketers to design specialised products/services and marketing communication campaigns.

Reference available upon request

The Impact of Odd-Ending Prices on the Consumers' Attitude and Buying Behavior: A Study

Submission ID: 539

Submission track: Marketing Management and consumer behavior

Submission type: Presentation Papers (PP)

Santosh Kumar, *Research Scholar, Indian School Of Mines Dhanbad, Jharkhand, India*

Mrinalini Pandey, *Indian School Of Mines Dhanbad, Jharkhand, India*

Extended Abstract

The global market of the contemporary era is highly stiff and cutthroat. It is very challenging for business organizations to sustain and grow in this competitive business environment. Financial strength is required to sustain and grow and for this, money or capital is one of the important requirements. The money comes from the price of the products which are sold. The term 'price' is one of the marketing mixes, which is the only pillar that makes the business organizations financially strong by generating revenue while the others like product, place, and promotion are expenses for them. Therefore, it is vitally crucial for the organizations to exercise a pricing strategy that can keep them sustainable and progressive with leveraged sales and profits. The odd ending pricing is the pricing strategy which has been keeping the organizations sustainable with augmented sales and profitability for more than a century, especially in the retail sector (Asamoah and Chovancova, 2011).

The odd-ending pricing is also called psychological pricing, is a pricing strategy based on the assumptions that certain prices have psychological impacts on the customers' price perception, which influences customers' attitude and buying behavior. The inclination of retailers to price their products and services with an odd-ending such as \$0.99 or \$0.95 is omnipresent in the marketplace. Instead of a jar of pickles costing \$4.00, we usually see a price of \$3.99. Generally, in the retail sector, the price of the products and the services are expressed as odd-prices, a little less than an encircled number such as \$6.99 or \$6.95. The buyers perceive the odd-prices significantly lower than they actually are. It is so, as the customers study the odd-prices from the left side therefore, they perceive \$6.99 as \$6.00 instead of \$7.00 and this is called the left digit effect. The products or services priced with odd-endings are advertised. The odd-ending prices or setting prices for goods and services just below a common or even price has been an everyday practice for years. But, the researchers still know little about whether this practice is successful in escalating sales and profitability, and even less about the procedure through which such an odd pricing may benefit the bottom line.

The study that exists concerning the effect of odd pricing prices can largely be classified into two groups: the study that examines the impact of odd pricing on buyers, and the study that examines the potential mediators of odd pricing impacts. The researchers have verified that buyers are more likely to purchase or think that they shall purchase odd-priced products or services (Schindler and Warren, 1988; Schindler and Kibarian, 1996). The method, however, is less clear. Whereas, some proofs support the belief that customers "encircle down" and thus misperceive odd prices. The level impacts: odd prices are perceptually encircled down (Schindler and Wiman, 1989). The other researchers recommend that the only image of odd prices makes the

products and the services less costly. The image impacts: odd prices are used as a heuristic that the products and the services are less costly (Schildler, 1991).

According to Murthi and Rao (2012), in a scanner data on ketchup and peanut butter category, it was observed that between 40% and 50% of the purchases were made by consumers using expectations of prices rather than posted prices. Consumers using price expectation may be thought of as being “unaware” of prices. It was also found that promotions cause some consumers to focus exclusively on promoted products and services, and this effect was greater on the price aware consumers than on the price unaware consumers. Also, it was observed that the rationality of consumers’ expectation of prices existed especially for the promoted brands. Price aware consumers acted as a check against firms promoting without accompanying price cuts. A study by Olavarrieta (2012), observed that variations of in-store price knowledge antecedents by category of consumers and products both. In particular, the effect of price symbols was significant in the female sample, while the effect of shopping frequency was significant in the male sample. The consumers choose round prices and /or sales amounts more often than expected by the chance (Lynn et al., 2013). A study by Hackl et al., (2014), it was shown that price points (especially prices ending in 9 or 0) were not-the-less pervasive in e-commerce. Ahmetoglu et al., (2014) shows that the pure presentation of price alone i.e., independent from an actual price change have a significant impact on the consumers’ perceptions and buying behavior.

A recent study by Mulky, et al., (2014) in india, explains that the Indian consumers perceive 9-ending prices as an indicator of high value, and the product is on sale and also the consumers remember the products priced using odd-pricing.

A more recent study by Kumar and Pandey (2015) makes clear that odd-ending prices or psychological prices do lay impacts on the consumers’ attitude and their buying behavior.

When doing a comparison of even prices with odd prices, a major impact on odd-price ending is observed that the customers purchase significantly fewer even-priced products than odd-priced products and services (Bizer and Petty, 2002). The study collectively proves why odd pricing impacts on buyers’ decisions. It is observed that customers actually perceive odd prices as being much lower than even prices. Again, although the odd price is slightly lower than the even price, the apparent magnitude of that distinction is more (Bizer & Petty, 2002). The present study introduces psychological pricing as a way of dropping feelings of guilt related to the hedonic buying or pleasing buying. We analyze that an odd-ending price, which is known to have a discount image (Schilnler and Kibarian 2001) will enable a consumer to feel less guilt upon product buying than an even-ending price.

This study is qualitative in nature. This study contributes the technique, used by the customers to process the odd prices in their decision making process, which could have implications for retailers, pricing managers, researchers and our understanding of how the customers make inferences from the given price information.

References available upon request.

Creative Tourism Business Model for the Grass Root Dependents of Tourism Based Economy

Submission ID: 540

Submission track: Innovative Business Models to reach the “Bottom of the Pyramid”

Submission type: Presentation Papers (PP)

Bharti Gupta, *Department of Tourism and Travel Management Central University of Jammu, India*

Extended abstract

Introduction: Over the years there has been a paradigm shift from an Industrial economy to Knowledge based economy and much recent to Creative economy. This shift has emphasised on developing and using creativity as an important tool for managing our collective problems faced in the society. The knowledge based economy apparently seems purely scientific and technological, that lies mainly with high ended class in the social structure. However, a deep insight to the epistemological growth of knowledge reveals that the knowledge creation and dissemination process is not limited to any class. For instance, the holders of the traditional knowledge related to creative skills remains with the grass root level that are generally at the bottom of the “economic pyramid” and at the top the “knowledge pyramid” . The reverse positioning of the knowledge reservoirs in these pyramids poses a big challenge for ensuring their right to inclusive socio-economic development. In the process of tourism development, the intellectual activities or knowledge based activities like designs, handicrafts, stories, music, dance, song, etc have been classified under the generic name, “cultural industries” . But the problem with this classification is that it uses these intellectual pursuits only for passive hedonistic consumption, i.e. it focuses only on the pleasure seeking and does not foster innovation or skill enhancement. It does not see culture as a dynamic and intellectual process wherein the people interact within a creative milieu, to foster their creative capacities. The cultural tourism was popularised as a response to the unsustainable forms of mass tourism, and was immediately seen as “good” form of tourism. However, the way the cultural tourism grew defeated the very purpose of sustainability.

One of the reasons for its failure towards becoming a sustainable model of tourism was that it was not holistic as it followed a cookie-cutter approach towards tourism development. The culture based model has not been inclusive, neither of resources nor communities. The divide between high and low culture is very prominent in the cultural tourism model. This elitist approach to the creativity portrays the creative communities at the grassroots either insignificant or significant only for hedonism and not as a part of larger economy which fosters innovation, participation and learning.

Tourism is generally seen as money generator industry where its resources are perceived as “products” , whether culture or the people who embodies it, denigrating it to an industry similar to manufacturing. However, tourism is a social phenomenon which gets typified on the basis of the nature of interactions and transactions between the guest and the host. Creative tourism emphasises the learning experience of the tourists by creating an atmosphere and opportunity for dialogue, paving way to more authentic, engaged and participative experiences, wherein both host and guest co-create. This is particularly significant to the “new tourist” (Poon 1993), who is motivated by the need for authentic experiences and an opportunity to learn and self development.

Creative tourism adds dynamism to the otherwise immobile cultural industries, by focussing on the intangible aspects of the culture and uplifting it as a source of knowledge and self- actualization. It allows tourists to develop their own narratives of an experience, thus enhancing the authenticity of an experience. The challenge for tourism today and thus an opportunity for innovation in tourism is to find ways to enhance the quality of tourism experience for a tourist and the quality of life

(economic and social as well) for the host. An innovation in tourism's consumption-production model or business model is much needed so that the creativity at the grassroots level is tapped for those depending economically on their creative skills. Aim: The aim of the study is to propose a Business Model that explains the relationship of creativity at the grass roots with the contemporary experience economy. The model particularly emphasises the creative tourism as a tool for promoting money poor and knowledge rich people for their enhanced socio-economic benefits. This aims to actually provide a way to increase their presence in the economic structure. Methodology and Methods: The study has conceptually elaborated on the relationship between creative tourism and the grass root dependents of tourism based economy. This relationship has been confirmed by the qualitative approach of research based on the methods of interviews and narratives of the respondents as well as the method of content analysis. The study has taken the decorative Paper Mache craft of Kashmir as the case to study the intended relationship. The artisans of Paper Mache have been taken as the subjects.

The study focuses on the economic dependence of the local artisans of Kashmir on tourism. The study has also explored the feasibility of creative tourism in Kashmir by examining the demand and supply side of the creative tourism. Findings: The study has come up with codings and categories for theory formulation based on the grounded theory conceptualisation to establish the relationship between creative tourism and the possible economic transactions between the creative tourists and the grass root dependants of tourism based economy. The relationship so found has been abstracted in the form of a model. Implications: The study contributes significantly to the knowledge pool of the creative tourism that is still in its formative stage. The business model proposed can be an instrument for the creation of a platform where collaboration among the various components can realize or operationalize the experience based economy. The main contribution of the research study is to benefit the grass root level stakeholders in creative tourism by ensuring their participation.

Reference available upon request

CHALLENGES TO BUILDING GREEN IN INDIA

Submission ID: 544

Submission track: Environmental Sustainability

Submission type: Presentation Papers (PP)

Meenakshi Sharma, *BIRLA INSTITUTE OF TECHNOLOGY, MESRA, RANCHI-835215, India*

Pooja Rai, *Project Fellow Birla Institute of Technology, Mesra, Ranchi-835215 India, India*

Extended abstract

Abstract Purpose The entire world community is concerned about the remarkable increase in environment pollution and change in climate due to global warming and energy crisis [1]. The guidelines for the environment pollution were laid down by United Nations in 1992 in Rio de Janeiro to protect environment. [2] With almost 60% of world population to be expected to be living in urban areas by 2030 massive construction activity is taking place globally [3]. India is also going through the process of rapid urbanization. This has led to tremendous increase in energy demand in urban areas that need to be controlled. India is witnessing a boom in construction sector that accounts for 10% of India's GDP and it is growing at the rate of 9% against world average of 5.5%. [4] With India experiencing economic growth, increase in construction activities is bound to occur and with increase in construction activities increase in environmental concern is a logical phenomenon [5]. It is estimated that supporting infrastructure will need an investment of around \$163 billion over the next ten years [6]. With a shortage of 41 million housing units to accommodate the existing population [7], construction activities of all types are taking place at a rapid pace. Henceforth, achieving sustainable development has become imperative for India under such conditions [8]. Sustainable buildings using sustainable construction is the need of the hour. Sustainable or "green building" design and construction is the opportunity to use resources more efficiently, while creating healthier and more energy-efficient homes [9]. Sustainable construction involves "creating construction items using best-practice clean and resource-efficient techniques from the extraction of the raw materials to the demolition and disposal of its components" [10] Government of India is taking strong initiatives in terms of policy making and regulations to achieve desirable results but a lot needs to be done [11]. The aim of this paper is to focus on the challenges of the green building development in India and investigate the main obstacles in the process of implementing green building. Exploratory research in Indian context can be found but descriptive researches to analyze the problem using empirical research are very few.

Research Methodology The foundation of research is exhaustive literature review of theoretically rich research papers, articles and consultancy reports. On the basis of literature review and unstructured interviews with consultants, developers' eighteen challenges are identified. The challenges identified have been taken from the literature review and on the basis of experience survey. Questionnaire is finalised after three stages of pruning. In the first stage there are twenty :six items. Responses are taken from consultants, architects and developers to check the content validity of the questionnaire and twenty :six items are reduced to nineteen items. Further pilot study is done on the sample size of eighty respondents. The data collected is tested for reliability using the cronbach's alpha. After eliminating one more item the cronbach's alpha value is .848 which is well above the accepted value of .70 [12]. The data has been collected with the help of final questionnaire from four metros namely Delhi, Mumbai, Bangluru and Kolkata. Research design is descriptive and Judgement sampling is used to collect the data from 800 buyers (two hundred buyers from each city). The survey is collected from 3rd December 2014 to 4th January 2015. The respondents are invited to provide their opinion regarding each item on likert scale with 1 being least important and 5 being most important. Findings Factor analysis has been done on the data collected using Principal Component Analysis and Varimax Rotation method. KMO value is .868 which indicates that sample is adequate for factor analysis [13].

The Bartlett's Test of sphericity which test the statistical significance of the inter-correlation among the variables submitted for analysis is significant. Null hypothesis that variables are independent of each other is rejected and alternate hypothesis that there is sufficient correlation amongst them is accepted. Item fourteen i.e interest conflict between various stakeholders in using green measures [14] [15] as a challenge of green building has been removed as the factor loading is less than .5 .In communalities table also it is the only item which is .506. Finally six factors comprising of seventeen items, all having eigenvalue above one are extracted. These six factors cumulative provide for seventy percent of variance in the process. These factors have been given appropriate nomenclature and presented as the most important challenges for the Green buildings in India. The six factors identified are: increase in cost because of green building features[14] [16], lack of knowledge and awareness of green buildings[11] [17] [18],lack of integrated strategy[11] [19] [20],insufficient policy implementation [21] [22], lack of motivated demand from customer and technical difficulty[21][23] [24]. Implications This paper reports the results of a questionnaire survey conducted in three metro cities of Delhi, Mumbai and Kolkata on the challenges of green building in India. It is found that there are various challenges encountered in implementing green buildings in India. The future of green buildings in India is promising but increase in cost of building due to green features, lack of knowledge and awareness of green buildings, lack of integrated strategy, insufficient policy implementation, lack of motivated demand from customer and technical difficulty are the major challenges identified. Government has to take serious and sincere steps to control the initial upfront cost of green buildings. They have to inform the developers and the buyers of the "green premium" that green buildings incur [26]. It is important to first establish public awareness and a better understanding of the merits of green building and better usage of green technologies. Henceforth government should take steps to create awareness programme [14]. Incentive instruments such as structural incentives, subsidy and rebate program, tax incentive scheme, low interest rate and market and technology assistance can go a long way in eliminating challenges to green building development [21].

Reference available upon request

Mediating effect of Work-Life Balance on the relationship between Work Life Enrichment and Organizational commitment for IT Women Employees

Submission ID: 561

Submission track: Organization behavior

Submission type: Presentation Papers (PP)

Thasni Ali, *Research Scholar, Registered with M G University, Kottayam Rajagiri College of social Science as Center, India*

Bejoy John Thomas, *Dr Bejoy John Thomas Associate Professor Rajagiri Centre for Business Studies Cochin Kerala, India*

Extended abstract

Introduction Today, work-life balance has become increasingly pervasive for employees and employers in an organization. Over the coming decade work life balance will be one of the most important issues that executives and human resource professionals will be expected to manage. With the changing socio-cultural environment and increasing educational opportunities, women are aware of their potential to develop their skills. India has the largest number of working women in any single country in the world, which can be partly attributed to the growth of the IT industry. "Out of the 400 million workforces in India, around 30-35 % is female and only one-fifth of these women work in the urban areas". Women's participation in the IT workforce is seen as a critical enabling factor for the continued growth of the industry (The Economic Times, 2009). Today's professional women who are ambitious are continually challenged by the demands of the full time work and they carry more of the responsibilities and commitments to home. However work and family roles may be mutually beneficial due to the spillover or transfer of positive experiences from one role to the other (Edwards & Rothbard, 2000; Greenhaus & Powell, 2006).

LITERATURE REVIEW A female worker who experiences Work-Life Enrichment is more likely to be a productive employee and may experience less occupational stress, more job satisfaction, commitment and engagement (Franks et al., 2006; Mostert et al., 2006; Montgomery et al., 2003; Van Aarde & Mostert, 2008). The relationship between work stress and family stress are weaker for individuals who have more satisfying, high quality work experience. (Barnet, Marshall & Sayer, 1992; Voydanoff & Donnelly, 1999; Barnet, Marshall & Pleck, 1992). H1 : Work-Life Enrichment is negatively related to stress

Work-to-family enrichment represents "the extent to which individuals can apply resources gained in the work domain to their family roles, thereby helping them be better family members." (Carlson, Kacmar, Wayne, & Grzywacz, 2006) (Wayne, Allen, Mathews, & Casper, 2013) in their study suggest that Family "Supportive Organisation Perception was positively related to employee work-to-family enrichment, which was positively associated with employee commitment. (Odle .Dusseau et al 2012) in the study noted a positive relationship between Work Life Enrichment and Organizational Commitment. (Bhargava and Baral 2009), (Carlson, Zivnuska, & Grywacz, 2009) found positive relationship between Family Work Enrichment and Organizational commitment. (Aryee and colleagues 2005) reported that greater work-to-family facilitation or enrichment was associated with greater organizational commitment and job satisfaction. H2: Work-Life Enrichment is positively related to organizational commitment (Carlson, Zivnuska, & Grywacz, 2009) did consider balance as being additional construct beyond conflict and enrichment, although their conceptualization of balance and the focus on family differ from the approach undertaken here. Work-family balance is defined as people's overall appraisal of their effectiveness and satisfaction with work and family life (Greenhaus & Allen, 2011). (Carlson, Zivnuska, & Grywacz, 2009) found balance contributed to job satisfaction, organizational commitment, after accounting for work-family conflict and enrichment. Cultivating this attitudinal flexibility allows individuals to reduce strain by alleviating the stress involved in worrying about one role while performing another, and allows us to engage in and

enjoy whatever role-related task being performed at any given moment (Carlson, Zivnuska, & Grywacz, 2009). (Haar, 2013) provides strong empirical support for the benefits of work-life balance (WLB) as a mediator. H3: Work Life Balance is negatively related with the stress H4: Work Life Balance is positively related with commitment H5: Work-Life Balance mediates Work-Life Enrichment toward individual outcomes. RESEARCH MODEL PURPOSE To measure work life enrichment, work life balance, Stress & organizational commitment for IT women employees To find out the impact of work life enrichment on individual outcomes such as stress and organisational commitment To study the impact of work life balance on individual outcomes such as stress and organisational commitment To check whether work life balance mediates between Work Life Enrichment and Individual outcomes such as stress and organisational commitment DESIGN /METHODOLOGY The Population for the study is Women Employees of IT industry in Kerala. Determination of Sample Size A pilot study was conducted among 30 IT women employees and the standard deviation of the items was found to be 0.361. Hence the sample size was determined to be 200 *. Sampling Method The sampling method used for the study is purposive sampling because the researcher could not get the list of women employees in IT companies and hence the sample was selected based on the researchers' judgment. *The sample size $n = (Z \times s / e)^2$ The study was descriptive in nature and primary and secondary data was used. Primary data was collected from women employees of IT sector in Kerala. Secondary data was collected from books, magazines, articles, reports, newspapers and journal. The data was collected through survey using a structured questionnaire. The questionnaire contained 6 items for measuring Work Life Balance which was taken from the publication by Dawn S. Carlson, Joseph G. Grzywacz, and Suzanne Zivnuska, 2009, 18 items for measuring Work Life Enrichment was taken from the publication by Carlson, Dawn S. Kacmar, K. Michele Wayne, Julie Holliday Grzywacz, Joseph G, 2006, 9 items for measuring Stress was based on the General role stress scale Pareek U. (2002) and 9 items for measuring Organizational Commitment was based on the organizational commitment scale published by Balfour and Wechsler (1996). Analysis and interpretation: The data obtained was analyzed using path analysis and the significant hypotheses will be identified. Mediation analysis will also be done using path analysis. Practical Implication This study on work life balance will help women employees to reduce the stress that they experience and make them committed to their work by extending the benefits gained from one role to the other role. The study can help employers to retain the IT women employees by providing them better work life balance which in turn would help companies to have more women managers.

Reference available upon request

Human Resource practices and Employee Engagement: A cross level investigation using an integrative approach

Submission ID: 563

Submission track: Human Strategic management

Submission type: Masters & Doctoral Students Papers (MD)

Neha Gupta, *Department of Management, Birla Institute of Technology, Mesra, Ranchi, India*

Vandna Sharma, *Department of Management, Birla Institute of Technology, Mesra, Ranchi, India*

Extended abstract

Identifying the link between human resource practices and engagement at individual level and at organization level is a challenging attempt for practitioner, policy makers and academicians. Nowadays, organizations are continually and progressively trying to search for more effective ways to manage workforce to gain maximum competitive advantage while workers are keen to enhance the benefits from employment, both, in material term and in searching opportunities for more interesting, innovative and stimulating work patterns that might be expected to have an impact on wider societal issues and concerns. A large number of studies have been carried out on the issues of linking human resource management practices with organization performance (Arthur, 1994; Bae & Lawler, 2000; Becker & Huselid, 1998; Delaney & Huselid, 1996; Delery & Doty, 1996; Dyer & Reeves, 1995; Huselid, 1995; Ichniowski, Shaw, & Prennushi, 1997; MacDuffie, 1995; Orlitzky & Frenkel, 2005; Sun, Aryee, & Law, 2007; Youndt, Dean & Lepak, 1996) with different behavioural outcomes like commitment (Arthur, 1994), retention (Chew & Chan, 2008) and turnover intention (Luna-Arocas & Camps, 2007). From the point of view of human capital, the human resource practices have the potential to achieve desirable results by expanding worker abilities. These practices are termed as “high performance human resource practices”. Consistent with the above perspective, effective human resource management has now emerged as the crucial ingredient in the development process of developing countries. Despite that, strong criticism has come regarding the effectiveness of human resource practices in developing countries (Budhwar & Debrah, 2001). Global management consultancy, Hay Group, in 2013, has come out with new research in collaboration with Centre for Economic and Business Research (CEBR) which finds that global firms face a threat of rising employee turnover, with 161.7 million employees set to leave their current organizations. India set to experience the highest rate of attrition globally, pegged at 26.9 per cent. Indian employees are more concerned about fairness in their compensation and career growth opportunities. Average employee turnover rate over the next five years are predicted to rise from 20.6 to 23.4 per cent. Essentially, now organizations have realized that retention is a strategic issue and linked with competitive advantage. There is a long history of exploration and discussion about what propels workers to retain and much research has been done on the relationship of motivation, satisfaction and commitment with performance and productivity (Chalofsky & Krishna, 2009). Nowadays, engagement makes an appearance as significant construct in the behavioural research due to its favourable relationship with employee attitude and behaviour that leads to organization performance, retention and customer satisfaction (Salanova, Agut, & Peiro, 2005). The term employee engagement has gained considerable attention over the last decade and continuous research has been carried out to define the construct, differentiating it with other similar constructs, its antecedents and consequences. Despite lots of development, there is ample scope for further research because it is concerned with the physical, cognitive and behavioural components of an employee towards the organization. Aon Hewitt (2013), for instance, reported that four out of ten employees surveyed were not engaged and two out of ten were actively disengaged globally. Employee engagement emerges as one of the important tool to understand the effectiveness of human resource practices that is directed towards individual and organization performance. In this paper, we contend that, with a specific end goal to convey its implied advantages, engagement

necessities to be unequivocally installed inside an incorporated arrangement of human resource management strategies, practices and systems. An integrative review method is adopted because it stresses on the research evidence to show the interrelationship between human resource practices, organizational climate, employee engagement, employee psychological factors, employee outcome and organizational outcome which leads to competitive advantage. The study develops a model to illuminate how strategic approach of human resource management on development of engagement can provide a route of competitive advantage. In this process, we tried to integrate all the literatures of engagement and human resource management which are earlier presented independently. High performance model (Guest, 1997), high performance human resource practices model (Kehoe & Wright, 2013), best practices model (Pfeffer, 1994), job demand resource model (Bakker, Demerouti & Sanz-Vergel, 2014), and SHRM engagement framework (Sparrow, 2014) help in mapping of factors at individual, group and organizational levels that explain how these human resource practices embedded in the policies, practices and procedures to improve the level of engagement that subsequently lead to the path of organizational effectiveness. The findings suggest that human resource practitioners need to move beyond the scheduled yearly engagement overview of organization and need to implant engagement in human resource management strategies and practices such as selection, performance management, job design, work environment, effective communication, participation etc. Practically this paper suggests making engagement driven human resource policies and practices for the organization in this competitive edge. The present study also contributes to the understanding of the construct employee engagement by exploring its predictors and how it is mediating the relationship between human resource practices and organizational effectiveness.

Reference available upon request

ASSESSING KNOWLEDGE PERFORMANCE THROUGH JUSTICE DIMENSIONS AND LEARNING BEHAVIOR

Submission ID: 564

Submission track: Knowledge Management

Submission type: Competitive paper (CP)

Pooja Kushwaha, *Research Scholar DoMS, IIT Roorkee, India*

Vandana Tamta, *Research Scholar DoMS, IIT Roorkee, India*

Dr. M.K Rao, *Assistant Professor DoMS, IIT Roorkee, India*

Extended abstract

Introduction: Knowledge driven era provides numerous avenues for organizations to explore new business opportunities and endow infinite growth prospects in the present global, international and transnational purview. On the contrary, existence of market turbulence and unprecedented changes in the economic conditions leads continually toward the emergence of a volatile, complex and ambiguous business environment. Nowadays, organizations are recruiting and offering remuneration to people who possess technical as well as managerial skills to deal with these job challenges. However, overall development of a country depends on inclusive growth of people residing and contributing directly and/or indirectly to the economic growth. Research Problem and Study Objective: Organizations provide remuneration based on employees' skills and competence in exchange to their contribution. In this way, the distribution of income and profit take place among people contributing to the economic development. The concept of fairness in organizational practices plays a vital role in developing employees' sense of responsiveness toward their assigned job. In other words, it can be said that employees contribute in return to what they are receiving from organization in monetary or non- monetary form. In addition, skill development is also requisite and can be done only through nurturing learning capabilities, which subsequently leads to enhanced knowledge performance. Several researchers (Ho, 2008; Lee, Kim & Kim, 2012; Theriou & Chatzoglou, 2008; Yu, Kim & Kim, 2007) have explored the relationship between learning dimensions and knowledge outcomes. Further, studies were also conducted (Folger & Cropanzano, 1998; Walumbwa Cropanzano & Hartnell; 2009) to investigate the linkages of organizational justice and learning behavior, yet there is scarcity of research advancing the aforesaid connections by adjoining organizational justice, learning behaviour and knowledge performance in an integrated form. Previous literature also lacks the indicators for knowledge performance (Yu, Kim & Kim, 2007) particularly with reference to the Indian economy. In India, service sector contributes a major proportion i.e. almost fifty-seven percent shares in gross domestic product (GDP) growth (The Hindu, 2014). Further, it develops curiosity to know the knowledge performance predictors of such a major contributor of Indian economic development. This discussion has been the prime motivation for the present study. However, service organizations highly depend on technical know-how, expertise and technology based solutions to offer various services. Therefore, the context of technical knowledge intensive business service (T-KIBS) organizations seems to be more appropriate for conducting this study. Further, this study intends to explore the relationship among justice dimensions, learning behaviour and knowledge performance in the context of Indian (T-KIBS) organizations. Literature Review: Human resource being a valuable resource contributes to organizational growth by employing their knowledge, skills and abilities. Walumbwa, Cropanzano and Hartnell (2009) point out that learning behavior has drawn attention of the researchers because it affects various dimensions of employee attitude and behaviour. Previous studies shed light on the employee readiness to learn by exploring that people willingly learns only after getting assurance of the long-term learning benefits for their career (Birdi, Allan & Warr, 1997; Edmondson, 1999). Learning is a distinguished attribute of learning organizations that effectively utilizes knowledge

resources to create an optimum level of performance outcomes (Dimitriadis, 2005). However, we reviewed the previous literature to explore the linkages among organizational justice, learning behaviour and knowledge performance. Further, competitive advantage and social exchange theories were retraced to add strong theoretical underpinnings to this study. A research framework was conceptualized and several hypotheses were framed on the basis of previous literature annotations. Research Methodology: We collected responses from 326 employees of four T-KIBS organizations located in Delhi and NCR region in India. Data were analyzed through SPSS 20 and AMOS 20 software. We applied structural equation modelling technique (SEM) to examine and validate the model fit and research hypotheses. Further, study results were presented to elucidate the research findings. Discussion and Findings: The research framework presents a theoretically validated set of hypotheses for empirically examining the relationship among organizational justice, learning behaviour and knowledge performance in the context of Indian knowledge intensive business sector. Continuous up-gradation of employees' skills and competence is considered as the highly requisite element to cope up with the organizational changes and challenges and to contribute toward a nation's growth. Argote (1999) posits that keeping other elements constant, people who adopt and learn continuously, perform better during accomplishment of assigned duties. This section provides empirical evidences to validate the study findings. In the later section, study limitations and research suggestions are discussed. Implications: This study sheds light on the significance of fair practices to invoke learning behaviour willingly. Organizations may envisage the potential opportunities and threats affecting people's orientation to learn that would likely to affect the organizational knowledge performance in long term. Further, the study results are helpful to research practitioners in identifying the antecedents of knowledge performance. Originality/Value: This is one of the few studies attempting to explicate the relationship of organizational justice with learning behaviour and knowledge performance.

Reference available upon request

Models for Sustainable Innovation in Emerging Economies

Submission ID: 566

Submission track: Innovative Business Models to reach the "Bottom of the Pyramid"

Submission type: Competitive paper (CP)

Deepika Joshi, *Faculty, School of Management, Gautam Buddha University, Gretaer Noida, Pincode-201308, Uttar Pradesh, India*

Divyani Singh, *Student, School of Management, Gautam Buddha University, Gretaer Noida, Pincode-201308, Uttar Pradesh, India.*

Ankur Jaswal, *Student, School of Management, Gautam Buddha University, Gretaer Noida, Pincode-201308, Uttar Pradesh, India.*

Extended abstract

For emerging economies majority of customers lies at the bottom of pyramid (Prahalad and Hammond, 2002). In such nations transformation does not only require hefty resources but also necessitates a process which can fulfill their needs sustainably. Thus, strategies and business models are needed which can make innovations sustainable. Unlike the case of emerged economies where basic needs are already identified and satisfied the market of emerging economies are still unexplored and un-served. It happens due to various reasons like low per capita income, stringent rules of the government regarding FDI etc. However, rigid regulations of emerging markets are debatable issue from over-regulation to safeguarding domestic environment. With changing scenario multinational are entering emerging economies like China, India, South Africa, Brazil, and Mexico. These nations can be compared with mines which are unexplored and holds rich minerals. According to WIPO's report China is at the top ahead of USA in filing IPR applications. Thus becomes evident that emerging economies can outperform emerged economies. But implementation of successful old models of innovation especially taken from Euro Zone and USA might lead to inevitable repercussions. This happens due to their implementation in absolutely different business environment (Nidumolu and Prahalad, 2009). In long term they can hamper self development and ultimately sustainable growth of firms in emerging markets. Economic outperformance for emerging nations depends on innovation sustainability (Nidumolu and Prahalad, 2009). The work presented in this paper suggests 5 Rs i.e. rearrangement, recasting, reorganizing, restructuring and remodeling as a way to achieve such sustainable competitiveness. These factors in varied combination make two sub-models for doing innovation sustainably for emerging economies. Model 1 refers to the demystification of the concept of innovation. This is done by aligning value networks with local customer needs. For sustainable innovation an innovator need to connect to the unexplored and un-served market base of Bottom of pyramid. Recognizing the nature of innovation i.e. what type of product/services can fulfill the needs at Bottom of Pyramid is the key to success. Example, an innovation by Indian banks for Pradhan Mantri Jan Dhan Yojna, an epitome to provide value network for meeting real needs. Majority of Indian public banks went door to door in villages and fulfilled concerned queries to have bank account, resulted in 75 million accounts in half year. For Model 1 what, where, why, when and how are the significant points to be considered. This is usually done by social innovations. Example, Nokia in Uganda observed that people could rarely afford a cell phone for whole family. Company identified the gap and pioneered features like shared device. Five users can set their separate profiles, separate directories and personalized features on single handset. Finally, Nokia was benefited through customer loyalty and unpredicted sales. Model 2 refer to nurturing of innovation in emerging economies by experience. It shows how an experienced firm having successful product development in developed country can utilize its experience in emerging markets. It occurs in three stages: a) defend and grow developed base- base product, b) adapting existing product to local market- defeaturing, c) developing new platforms to local markets- frugal innovation. Case study concludes that the existing models in literature are focused on financial

statement modeling, technology strategy, social change model and many more (Teece, 2010). The presented models in this paper differ from existing ones by considering the other perspectives of firm's internal resources as well. Innovation in emerging economies should be people oriented rather than competition oriented. Research recommends that new business entrants should follow model 1 where as experienced firms can follow model 2 for sustainable innovation in emerging economies. However, in emerging markets distribution is a prominent concern. It is been identified that reason of system crises in emerging markets is failure of value network. Thus, providing only a product by frugal innovation would not be too productive. Research also suggests ten factors which may lead to sustainable innovation. These are supply chain, culture of organization, product experience, finance model, production cost, price, marketing, customer focus, performance standards and payment options. On combining these ten vital elements a 10X model for sustainable innovation is obtained. Implementing which companies can align both product as well as service system simultaneously in interest of its stakeholders.

Reference available upon request

**PATIENT ENGAGEMENT SCALE FOR BOTTOM OF THE PYRAMID DIABETIC
PATIENTS: SCALE DEVELOPMENT AND VALIDATION**

Submission ID: 568

Submission track: Access to Educational Services & Health Services

Submission type: Masters & Doctoral Students' Papers (MD)

Bejoy John Thomas, *Associate Professor Rajagiri Centre for Business Studies Cochin,
India*

G Suganya, *PhD Research Scholar, Jamal Mohamed College, Trichy, India*

Extended abstract

INTRODUCTION The most prevalent Non Communicable Disease among Indian Bop patients includes type II diabetes mellitus, cancers, and cardiac disease. A common thread among these illnesses is that preventive care and screenings create immense cost-savings both to the system and the patient.

Preventive measures can be taken to bring low-cost screenings to the Bop, especially when performed cheaper and correctly. These screenings, which cost less and with high quality provided by hospital, would allow reaching large Bop patient populations to engage in a hospital.

Patient engagement is vital for improving patients' health outcomes, to communicate important health information to their providers and can assist providers with their diagnosis & care plans.

Informed and educated patients and their families can take an active role in healthcare decision making.

They are also more likely to effectively manage their own care, as healthy behaviours and chronic care are ongoing, everyday activities. **REVIEW OF LITERATURE** Patients who are engaged in their own care can understand their healthcare regime better because they take a more knowledgeable role in managing their health (1). Engagement is a two sided affair "provider perspective and patient perspective (2). Kristin Carman conceptualizes patient engagement framework on three main levels as Direct, Organizational design and governance, Policy making(3). Centre for advanced health defines " individuals must take action to obtain the greatest benefit from the health care services available to them." (4). An informed and engaged consumers will have a vital role to play in improving the quality of care(5). According to Joe et al., 2002; Performance indicators is a practical value of assessing engagement process and patient functioning(6). Organisational Development Intervention process of an organization leads satisfaction and engagement of senior patients(7). Engagement and retention in care of patients will improve the prognosis and prevention of HIV(8). Ronksley et al has determined a pattern of health care engagement and its risk among diabetes patient re-hospitalization (9). A Study on chronic conditioned released prison individual had minimal engagement with primary care. Patient with type 2 diabetes self-managed their condition and engaged more with Diabetes Manual programme (10). Nurses play a important role in engaging patient and family members(11). Doctor engages patients with psychotic illness in routine consultations(12). In another study engagement with abused patients to satisfaction and treatment engagement in Motivational session(13). In another study hospital and health system assessed effectiveness websites in patient engagement(14). Most of the studies on the patient engagement were qualitative. Some articles were quantitative and for those studies Engagement Behaviour Framework (EBF), Patient activation Measures (PAM) & Employee Engagement scale was adopted. The quantitative studies were not based on diabetic

patients. Hence, no attempt was made earlier to study the patient engagement dimensions of diabetic patients.

PURPOSE

The purpose of the study is to Find out the First order & Second order dimensions of patient engagement from practitioners for diabetes patients. Develop and pilot a tool to measure diabetic patient engagement To determine the predictive validity of the scale using patient loyalty construct

METHODOLOGY

Exploratory research design was used for the study. Primary and secondary data were collected for the study. Primary data was collected in two stages. In the first stage personal interviews were conducted with Physicians, Diabetologists and Endocrinologists in leading hospitals. They were asked to indicate the relevant items & dimensions of patient engagement. The questionnaire administered to them contained 4 questions on demographic factors, 6 questions on Doctors related factors, 6 questions on Patient related factors and 3 questions on hospital related factors. In the second stage the data was collected from the BOP diabetic patients. Secondary data was collected from magazines; online journals & internet regarding practitioners research & other diabetic researches. Surveys and articles taken were Engagement behaviour framework(EBF), Patient activation measure(PAM), Regional primary care coalition(RPCC), Picker's questionnaire for-"what do you think about your DR?", Kings fund- the quality of patient engagement, CMS published criteria, 8 dimensions of patient centered care, Patient centeredness components, Picker's "Engaging in health care", NeHC stakeholder survey on patient engagement & Employee engagement dimensions.

First Stage Questionnaire Development (Dimension & Item Purification)

Based on the reoccurrences of the dimensions of patient engagement in various studies 15 dimensions were selected. The 15 dimensions & items reported by the surveys were taken to Physicians and Diabetologists. The consultation of dimensions with the Physicians, Diabetologists and Endocrinologists were done in two phases. Phase I " Among the selected 15 dimensions the most important and prominent dimensions to engage Bop diabetes patients were prioritized by 30 Doctors. Phase II " The 254 items corresponding to the prioritized dimensions were discussed with the same doctors and asked to indicate the items on a 3 point scale (1- Not Representative, 2-somewhat representative , 3- clearly representative) The 110 items which were marked as somewhat representative and clearly representative by the Physicians, Diabetologists and Endocrinologists were selected from the 254 items. The 110 selected items were shown to 9 experts for further review using the same scaling method. Based on the responses from the experts 49 items were eliminated and 61 items were retained.

Second stage of Questionnaire development (Reliability & Validity Assessment)

The developed questionnaire for measuring patient engagement with 61 items was used to collect data from BOP diabetic patients. Exploratory & Confirmatory factor analysis was done based on the responses obtained from the BOP diabetic patients. Exploratory Factor analysis was done to reduce the 15 dimensions such as Communication ,Informed choice, Shared decision making ,Participation /involvement of the patient, Clinical empathy, Consideration of patient preferences, Patient Satisfaction, Self Management, Promotion of health ,Prevention of disease, Organized health care ,Health literacy ,Partnering with patients, Patient centeredness & Engaging in community health which emerged from the first stage of questionnaire development. Confirmatory Factor analysis was used to confirm the obtained dimensions. The construct, convergent, discriminant and predictive validity were checked for the questionnaire. The predictive validity of the questionnaire was checked with the patient loyalty construct (adopted from Zeithaml et al study). The reliability of the questionnaire was also checked.

IMPLICATIONS

Based on the findings presented here physicians and health care institutions may consider increasing patient engagement, as it may help patients feel more comfortable with the service provider. Patient engagement validated scale helps the providers (hospital & doctors)

to measure the level of patient engagement periodically which helps them improve and update the hospital and provide a quality care to the patient.

Reference available upon request

Highs and Lows of Communicating Corporate Social Responsibility on Social Media

Submission ID: 570

Submission track: Marketing Management and consumer behavior

Submission type: Presentation Papers (PP)

Simmi Dhyani, *Affiliated to Birla Institute of Technology, Mesra Research Scholar at Birla Institute of Technology, Mesra Noida Extension, India*

Dr. Meenakshi Sharma, *Associate Professor at Birla Institute of Technology, Mesra Noida Extension, India*

Extended abstract

Abstract Purpose: Nowadays all organizations are accountable to society and should exhibit socially responsible behavior. This behavior is valued by both customers and shareholders; and is used for evaluation of companies. As, Social media today has revolutionized the way marketers communicate with customers. Organizations use social media to communicate Corporate Social Responsibility. According to Fortune 200 company executives 72% said they use Social Media to communicate with their customers about their Corporate Social Responsibility efforts. Social Media offer marketers both opportunity and threat. This paper aims to take up advantages and disadvantages of communicating Corporate Social Responsibility on Social Media.

Design/methodology/approach : This is an exploratory study based on literature review. Literature Review of research papers, articles, books and case studies is extensively done. The secondary data is critically analyzed and further supported with the help of case studies.

Findings: The findings reveal that over past few years, the use of social media has multiplied many folds by customers as well as marketers. The increase in use of Social Media accounts to its low cost, 24X7 availability, connectivity to millions at a time, no geographic constraints and shift from one-way communication to two-way communication. Social Media provides companies opportunity to communicate with current and potential customers. This helps in understanding customer's needs and wants; to market better in real time, influence consumer behavior and increase quality of customer service. The world of social media has made real world smaller for organizations as here organizations can create and maintain relationship with customers. It facilitates mass customization.

It is also concluded that organizations use their Corporate Social Responsibility efforts to earn returns in terms of increased competitive advantage. Corporate Social Responsibility is being used as a means of creating and maintaining social legitimacy. Communicating corporate social responsibility leads to enhanced brand image, increased organization's reputation and better product differentiation. Communicating corporate social responsibility organizations cut through clutter of competitors' product or service. By using Social Media to communicate corporate social responsibility it offers marketers transparency and personalization. Social media amplifies corporate social responsibility messages and acts as powerful persuasion tool. Communication of Corporate Social Responsibility through social media leads to increased fan base, website page reviews, word of mouth and enhanced relationship with customers. Moreover social media facilitates rich content in forms of storytelling, pictures / images, videos etc. All this had offered advantages to marketers.

However use of social media for communication of corporate social responsibility also poses risk to organizations. This is because social media puts customers at the centre of communication thereby empowering them to participate, co-create, collaborate and create user generated content. All this has eroded the control of marketers over online content i.e. over how the message is being

interpreted and how it affects the society. As customers no longer trust corporate messages, they trust user generated content or customer co-created content. So, it creates pressure on marketers to communicate corporate social responsibility efforts effectively. With Social media consumers can follow a company's activities down to seconds. So, good or bad everything is known to customers. So any corporate bad decision can lead to costly boycotts, bad publicity, losing of customer faith and reputational value. The larger the customer group, the greater is the challenge for organizations to meet all their expectations. Another challenge offered by social media is the growing number of customer watchers, who scans every message on social media under their microscope. So, organizations have to be very proactive to address the bad on social media immediately as it happens.

The above advantages and disadvantages leads to skepticism of marketers towards communication of corporate social responsibility on social media. The marketers are caught in between importance of communicating corporate social responsibility and risk of receiving bad publicity. The bottom line is that customers are the centre of social media and they expect socially responsible action by organizations. So, organizations have to manage the gains and risks while using social media for communicating corporate social responsibility.

With the help of case study analyses of the organizations like Tata Docomo, Surf Excel, Expedia and Nestle, the advantages and disadvantages of communicating Corporate Social Responsibility on Social Media are further concluded. And a framework suggesting how social media can be effectively used to communicate corporate social responsibility has been developed. Implications: The paper identifies various advantages and risks of using social media for communicating corporate social responsibility for marketers. A framework is suggested, which will help policy and decision makers to efficiently use social media to communicate corporate social responsibility. Paper Type: Paper Presentation Keywords: Social Media, Communication, Corporate Social Responsibility.

Reference available upon request

Real-World Utility of PLC Theory: A Delphi-based analysis of Practitioners Perspective

Submission ID: 575

Submission track: Marketing Management and consumer behavior

Submission type: Poster Presentations (PR)

Sivaraman Manoharan, *Department of Management Studies and Research Centre, BMS College of Engineering, Bangalore, India*
Narasimha Murthy, *Koshys Business School, Bangalore, India*

Extended abstract

Abstract The paper explicitly indicates that the practitioners do accept the conceptual validity, industry characteristics across different phases, and strategic visualization and approach of PLC theory, but with some reservations. The practicing managers contend that the successful implementation of the PLC theory depends not only on PLC theory fundamentals, but also on two other important dimensions; the judgment ability of the managers in assessing the environmental uncertainties and the strategic intentions of the respective organizations. The paper proposes that the practical utilization of PLC theory requires a sensible grip over the uncertainty and ambiguity of the organization's business situation besides understanding the external forces. Uncertainties and ambiguities in the environments are attributable to the changing business situations along with PLC curve and, also to the organization's internal forces. The interactions of these organizational situations with the external forces create unique business situations, and each such situation has its own pattern of uncertainty and ambiguity. Also, this paper points out that the PLC interpretations demand logical and analytical judgments from top managers, without which the PLC prescriptions do not mean much. The author take the view that a manager's ability to identify the indications from the unforeseen economic climate, and application of judgment through which appropriate meanings are attributed to environmental leads and changing business circumstances are critical for the effective utilization of PLC theory.

2.0 Methodology The research was carried out in multiple stages. In the first phase, an extensive literature review was carried out to understand the theoretical assumptions, proposed utilities and deficiencies of the theory. This also captured both converging and critical viewpoints of PLC theory among academic literature. In the second phase, Delphi technique was adopted to harvest the collective opinion of expert panel to arrive at the converged views on most important factors to adopt strategic prescriptions of PLC , which were identified through the literature research. For Delphi technique, senior corporate executives were selected as panel of experts, who hold knowledge and opinion, by considering their corporate positions. After obtaining their consent to take part in the survey, questionnaires were mailed to them along with instructions.

The responses from practitioners were collected and analyzed to identify the common and conflicting viewpoints, as compared against academic literature.

The researcher played the role of facilitator in the whole process. Subsequently the expert panel members were met on a personal basis, for discussing and structuring the diverging views regarding the factors that drive the effective utilization of PLC theory. The process was carried out till the group consensus was arrived. The selected expert panel comprise of 20 executives, one per organization, from industries spread across consumer electronics, industrial products, service and IT sector. Twelve of these were Fortune 500 companies.

3.0 Practitioners perspectives The analysis of first round of responses, which were conducted through mailed questionnaires among the corporate executives revealed some areas of agreements with

academic literature and some challenges while implementing strategic prescriptions of PLC theory.

The measurement parameters, which were identified through literature survey and subsequent pilot interviews, were used to assess the areas of agreements and challenges, and are explained in the following paragraphs, 3.1 Areas of agreements 3.1.1 Conceptual validity of PLC theory Out of 20 responses, the cluster analysis was carried out to assess the spread of the responses. It was found the responses were formed into two clusters with 15 and 5 responses in each with respective cluster centers as 5.6 and 3.4. The results indicated that there is almost a consensus among the respondents about the conceptual validity of PLC theory. Similarly, some other parameters where near consensus among the respondents were found are (a). Industry characteristics across various phases are practical and noticeable, (b). Useful in general visualization on long run, and (c). Generic strategies give vague idea for strategic approaches. The cluster analysis of the responses obtained on a seven point scale are presented hereunder, 3.2 Challenges in implementing strategic prescriptions of PLC theory Similarly, through Delphi technique, the study carried out an in-depth probing on the challenges in implementing the PLC theory in real time situation. The following are the challenges that emerged. Estimating the present phase of PLC for a given industry Forecasting the length of each phase Wrong signals from periodical fluctuations PLC theory is “product” and “market specific” PLC theory is country specific Interpretation of the definition of “new product” 5.0 Conclusions After going through a questionnaire round and two rounds of personal interviews, we encapsulate the views and opinions in the following sentences in order to make the PLC prescriptions more applicable for practical considerations. Corporate executives conclude that the PLC theory has many practical limitations despite its conceptual validity, and empirical demonstrations of its strategic prescriptions. The application of its strategic prescriptions in the generic form is not practical. There are many factors that are making it too complicated for a firm to borrow the PLC prescriptions. The most important factors are the perceptual differences in important underlying definitions such as difficulties in forecasting the sales trends; extremely long period of each phase; different curve patterns for different product categories; false impressions of phase changing due to incidental variations in sales etc. Business situations being faced by firms and their strategic orientations demand that the strategic prescriptions of PLC theory should be fine-tuned by considering the firm’s competitive ability. The successful application of PLC strategies in one company or situation does not guarantee success in another. Rather, it is crucial to examine each company in terms of how it is affected by the contextual, organizational, and human dimensions. The meaningful application of its strategic prescriptions depends on too many forces at larger economic, industry and firm levels. The executives should develop an understanding of how contextual, organizational, and human dimensions affect the meaningful interpretation and utilization of PLC theory. Effective utilization of PLC theory depends on two important dimensions; the judgment ability of the managers in assessing the environmental uncertainties and the strategic intentions of the respective organizations.

Reference available upon request

Moderating role of Face Consciousness on the Relationship between Image Congruence and Behavioral Intention: A Study of Smartphone Market

Submission ID: 578

Submission track: Marketing Management and consumer behavior

Submission type: Masters & Doctoral Students' Papers (MD)

Kuljit Kaur, *Punjab Institute of Management, I. K. Gujral Punjab Technical University, Kapurthala, Punjab, India*

Harmeen Soch, *Punjab Institute of Management, I. K. Gujral Punjab Technical University, Kapurthala, Punjab, India*

Extended abstract

Introduction: Behavioral intention is the very vast studied concept in marketing literature. It represents an individual's intention to perform certain behavior (Fishbein and Ajzen, 1975). Attitude significantly determines behavioral intention which further predicts actual behavior (Ajzen, 1985). Various factors like perceived enjoyment, subjective norm, perceived risk, etc. influence attitude and behavioral intention (Tong, 2010; Venkatesh and Davis, 2000). In addition to these variables, image congruence is another factor that significantly predicts consumer behavior. Image congruence is the match/mismatch between consumer's self-image and product image (Sirgy et al., 2000), which significantly determines attitude and behavioral intention (Kleijnen et al., 2005). According to Shiffman and Kanuk (2000) self-image is of four types; actual self-image (how consumers see themselves), ideal self-image (how consumers want to see themselves), social self-image (how consumers feel others see them) and ideal social self-image (how consumers want others to see them). Previous literature shows that actual and ideal image congruence significantly influence attitude and behavioral intention (Ericksen, 1996), but the impact of social and ideal social image is not studied yet, which should also be studied (Kleijen et al., 2005). Therefore, this paper is studying the impact of all four types of self-image on consumers' attitude and behavioral intention to use smartphones. Social self discussed above is also related to "Face", which represents the feeling of social self-worth that a person desires to have of him/her in society (Ting-Toomey and Kurogi, 1998). Consumers who are more face conscious prefer to buy branded products to fulfil their social needs and to display their wealth to others (Liao and Wang, 2009). They are more concerned about their social image and admiration by others. It shows that the impact of social and ideal social image congruence will be more on behavioral intention for high face conscious consumers than low face conscious consumers and vice-versa. This study investigates the moderating role of face consciousness on the relationship between image congruence and behavioral intention. Research Gap and Research Problem: Many researchers have studied the impact of actual self-image and ideal self-image on attitude and behavioral intention to use technology (Kleijnen et al., 2005; Ericksen, 1996). However the influence of social image and ideal social image on attitude and intention toward use of technology is still missing in literature (Kleijnen et al., 2005). The moderating impact of face consciousness on the image congruence-behavioral Intention link is also not investigated yet. Therefore this study examined the collective impact of four types of image congruence on attitude and behavioral intention to use smartphones and also analyzed the moderating role of face consciousness in image congruence-behavioral intention relationship. Justification for the Study With so many applications, the demand of smartphones has been increased worldwide at very fast rate (Park and Chen, 2007). Smartphones have become the part of life of most of consumers, including the lives of young teens (Persaud and Azhar, 2012). Its usage is more socially visible which leads to more positive attitude among consumers toward its usage (Park and Chen, 2007). The way how other people affect one's beliefs, feelings and behaviour i.e. social influence

(Mason et al., 2007) significantly influences usage of smartphones among consumers (Ting et al. 2011). Literature also reveals that, consumers who are more face conscious are more concerned about their social image and prefer to use socially visible products (Liao and Wang, 2009). They like to purchase products that match with their self-image and enhance their social status in society (Graeff, 1996; Liao and Wang, 2009). In India, also consumers give more importance to social status and others perception while purchasing any product/service. As discussed above smartphone is also conspicuous product through which consumers tend to show their image to others. Therefore it is interested to study how face consciousness and image congruence plays a critical role in determining consumer behavior towards smartphone. Objectives of the Study: The objectives of the study are: To develop a conceptual framework and empirically test the model to check how image congruence influences consumers' attitude and behavioral intention to use smartphones. To study how the impact of image congruence on behavioral intention to use smartphones varies among high face conscious and low face conscious consumers. Research Methodology: To measure face consciousness four items are adapted from scale developed by Bao et al. 2003; and to measure four types of self-image twelve items are adapted from Sirgy et al., 1997. Attitude and behavioral intention constructs are measured using four items taken from scale developed by Davis (1989). Data is collected using a pretested questionnaire having multiple items ranging on a scale of "Very Strongly Agree" (VSA) to "Very Strongly Disagree" (VSD) from 500 youth of 18-25 age groups in Northern India. Scale items are refined using item analysis and cronbach alpha is used to assess the reliability of the scale. Exploratory factor analysis followed by confirmatory factor analysis is used to access the reliability and validity of scale. Further, Structural equation modeling is used to test the proposed hypotheses. Findings The findings show that all the four types of image congruence found to have significant impact on consumer's attitude and intention to use smartphone. The impact of social and ideal social image congruence was found to be more on intention to use smartphone for high face conscious consumers. On the other hand, for low face conscious consumers actual and ideal image congruence have significant impact on intention to use smartphone. The research has far ranging effect on the academic literature as well as managerial decisions and also brings to light new and interesting issues related to impact of image congruence and face consciousness on consumers' behavior towards use of smartphones. Limitations and Future Research This study exhibit few limitations. First, the data was collected from college students of northern India only; further study can be done by collecting data from employees and other demographics regions for better generalization of results. Second, only one product was studied in this study so, the future research can examine how the impact of image congruence and face consciousness varies across different product categories.

Reference available upon request

Workplace Spirituality and Work Outcomes: The Role of Employee Engagement.

Submission ID: 581

Submission track: General Papers

Submission type: Masters & Doctoral Students' Papers (MD)

Manju MAHIPALAN, *Doctoral Student Dept of HSSM National Institute of Technology Karnataka, India*

Sheena, *Assistant Professor Dept of HSSM National Institute of Technology Karnataka Surathkal, India*

Extended abstract

Introduction Workplace spirituality and employee engagement have been topics of interest for both academicians and practitioners for quite some time. This increased attention has been a result of many factors such as emerging ethical concerns, enlightened leadership theories, emphasis on the higher order needs of the employee, employees' quest for meaningful work, an attitudinal shift toward wholeness and empowerment etc. Workplace spirituality though initially seen as a passing fad continues to gain acceptance as topic to study in business schools as well as among practicing managers.

In the beginning, spirituality had been traditionally seen as an aspect of one's religious life. However, in its recent usage spirituality is a contrast to religion. Instead it is considered as a private activity. Spirituality is the basic feeling of being connected with one's complete self, others and the entire universe (Mitroff and Denton, 1999). Workplace Spirituality is an emerging phenomenon that examines how spirituality is related to one's work organization. According to Ashmos and Duchon (2000), workplace spirituality is defined as the recognition that employees have an inner life that nourishes and is nourished by meaningful work that takes place in the context of community. While evidences suggest there is no consensus on the definition of this construct, several researchers have posited that spirituality is beneficial to the organization in numerous ways. There have been theoretical as well as empirical studies showing spirituality positively related to many factors such as organizational commitment, job satisfaction, loyalty and even employee engagement. Like workplace spirituality employee engagement is also a construct of recent origin and lacks unanimity in definition and meaning. Besides, it has been defined in ways that overlap with other organizational behavior constructs such as organizational commitment, job satisfaction and organizational citizenship behavior (Saks 2006). Engagement involves the use of cognitive, emotional and behavioral energies at workplace while working in coherence with the organization's objectives and strategies (Andrew & Sofian, 2011). Kahn was the first to define engagement in light of employees' psychological presence while performing an organizational role. Researches show that there is a connection between engaged employees and business performance (Harter et al., 2002). Engaged employees display greater organizational commitment and low tendency to leave the organization (Schaufeli and Bakker 2004). Both these constructs have evolved independently of each other and still exhibit definitional issues. However, if one is to review the definitions and dimensions related to these two concepts, several commonalities can be found suggesting that these two might be connected to a great extent. Researchers have directly theorized the spirituality engagement connection and have called for further empirical investigation to explore the same (Roof, 2014; Saks, 2011; Poole, 2009). Despite the interest and theoretical arguments, the relationship between these two constructs has been under explored.

Understanding how these constructs are related will offer new insights to counter declining levels of employee engagement which is a priority for organizations and leaders worldwide. Both of the

constructs have proved to be immensely beneficial for organizations and promoting one might lead to the enhancement of other making the workplace more humanistic and meaningful. Ensuring positive work outcomes is vital for overall organizational success. Higher levels of organizational commitment, job satisfaction, organizational citizenship behavior and job involvement result in a highly engaged and aligned work force which is imperative for any organization to achieve its goals. Significance of the Study Understanding what keeps modern workforce engaged and motivated is crucial for organization's survival and success because today's workplace continues to change at a radical pace. The changes in the workplace and society as a whole have resulted in frustrated individuals who are disenchanted with work. They instead look for meaningful work which involves greater self expression and fulfillment (Bunting 2004). The recent researches highlight the shifts in the needs and aspirations of employees. The growing interest in spirituality is evident from the topic being discussed in broader avenue of academic journals and conferences. However, this is not limited to scholars and academicians. Spiritual practices have become ubiquitous in organizational routines around the world (Casey 2004). Similarly, employee engagement has also become an interesting phenomenon with the leaders across the world rating it as a top priority. Money alone drives engagement has become a myth now. There are many other factors which significantly predict employee engagement other than pay and job security. In this context, this study attempts to explore the connection between spirituality and engagement and how this connection might contribute positively to work outcomes which significantly determine organizational success.

Research Methodology This paper intends to explore workplace spirituality, employee engagement and related work outcomes literature to investigate the interrelationships among the same. A detailed analysis is carried out of existing theoretical and empirical research to support the interrelationships between spirituality at work place, employee engagement and work outcomes. This literature review subsequently considers a model and propositions establishing causal relationship between workplace spirituality, employee engagement and related work outcomes. The independent variable identified is workplace spirituality with three dimensions (meaningful work, sense of community and alignment with organizational values) and the dependent variables are work outcomes (Organizational commitment, Intention to quit, Job satisfaction, Job involvement, Organizational based citizenship behaviour and organization based self-esteem). Furthermore, the study also examines employee engagement (job and organizational engagement) as a mediating variable mediating the relationship between workplace spirituality and work outcomes. The paper concludes with a discussion on the implications of the model for further research as well as practicing managers on workplace spirituality and employee engagement. **Keywords:** Workplace spirituality; employee engagement; work outcomes.

Reference available upon request

WILLINGNESS TO PURCHASE LEGAL DIGITAL MUSIC IN INDIA

Submission ID: 583

Submission track: Marketing Management and consumer behavior

Submission type: Masters & Doctoral Students' Papers (MD)

Jatin Umesh Shriyan, Amrita School of Business, India

Extended abstract

Introduction Today digital music is divided into two major areas one being downloading illegal music for free and the second being downloading/streaming music which is paid and legal. The road to purchase legal digital music is preceded by many decisions and is different for different consumers based on the way they consume music. There has been a lot of study on the behaviour of music consumers in foreign countries such as Brazil, France, Finland but little specific research has been carried out in India. But with issues such as digital piracy the Indian music market is struggling (IFPI Digital Music Report 2013), and the question of how to motivate and stimulate legal downloads of music has become even more crucial. This research aims to explore the gap between music consumption and willingness to purchase legal digital music in India. theoretical framework Studies on music consumption have concluded that music can be differentiated from other products by the way it is consumed. Purchasing music is not perceived as a necessity, but that people prefer to be in control of the experience and tend to acquire more music. Levin et al (2004) had found that the opportunity to easily download songs (i.e. using the internet) impacted whether or not users downloaded songs. Research also points out that music consumption has cultural and social dimensions. Ethical considerations are always present while making consumer decisions. Consumer beliefs and attitudes concerning ethical decisions predict their intentions (Reidenbach et al., 1991). Indeed, stronger ethical concerns regarding piracy were associated with lower purchasing intentions of pirated movies (Wang, 2005) and less software pirating (Gupta et al, 20014). Bhattacharjee et al (2003) had concluded that individuals with an ethical disposition pirated less music, but the researchers do not describe how they operationalize such a disposition. Finally, consumer's online purchasing behaviours were studied since the growth in the number of online shoppers is greater than the growth in Internet users according to Magee (2003).

All three constructs namely, music consumption habits, motivations and perceptions towards piracy and online purchasing behaviours were used in the conceptual model to test its significance on the willingness to purchase legal digital music in India. Each construct carried with it key questions which would define a consumers characteristics in the way he/she consumed music. Along with general questions, Maslow's Higher Order Life Values was used to gauge into the personality and social lifestyles of the respondents to try to understand key patterns in the way people discover music. For Online purchase behaviour, the purchase intention scale was used source Dodds et al (1991). description of data and methods The sample was a pan Indian sample of 224 who listen to music on a frequent basis. 67% of my sample respondents were males and the remaining 33% female. 35% of the respondents had never paid for digital music while 13% had paid. The sample consisted of predominantly graduates, post graduates and working professionals. Quota sampling method was used to identify the sample. A structured questionnaire was used to collect the data. The questions asked of the sample included demographic details, highest level of education and income.

The analytical technique used for analysis was Ordered Logistic Regression to test the dependent variables frequency of online purchases and willingness to purchase digital music. findings and conclusions The analysis suggests that people who listen to music without actively using the internet are more likely to purchase digital music. This means these are people who are most likely very particular about their music collections and are different from those who

are constantly listening to music on an online platform. This also sheds light on the kind of people who are more willing to purchase digital music, which are people who feel connected to the music they listen to. It was also shown that people are more willing to purchase when the price of the song/album is low. This however may vary with different perceptions and satisfaction levels that people may experience while listening to a particular artist or album. When asked if you had to purchase digital music for what reasons would it be, 33% said they would pay to support the artist which is great news for upcoming artists and musicians to know about a growing positive market. 18.9% of the respondents are 'very likely' to pay for digital music.

The second part of analysis focused on online purchasing behaviour and its relationship to music consumption habits. It was found that consumers using portable devices such as Ipods/mp3 players are more likely to purchase music online. There was a negative significant relation between consumers who purchase online with the recommendations from peers, friends and magazines. Which means that when it comes to buying online consumers like to do their own research rather than follow opinions from others.

This study is one of the first to focus on consumer behaviour and willingness to purchase digital music in India.

In spite of the limitations of a small sample size, a lot of effort was taken to make sure the respondents spread across the country.

Reference available upon request

ORGANIZATIONAL TALENT MANAGEMENT AND EMPLOYER BRANDING

Submission ID: 588

Submission track: Organization behavior

Submission type: Masters & Doctoral Students' Papers (MD)

KAMLESH KUMAR MAURYA, *Banaras Hindu University, Varanasi., India*

Extended abstract

PURPOSE

The purpose of the present study is to investigate the relationship of organizational talent management with perceived employer branding in the mining sector. Global competition for skilled workers is worldwide and many employers are experiencing a talent shortage and limited availability of skilled workers in the mining sector. Therefore it is very important for these organizations to make a considerable effort to attract and retain talented employees. A strong employer brand attracts better applicants (Collins & Stevens, 2002) and shapes their expectations about their employment (Lievens & Highhouse, 2003). Recently employer branding has received a lot of attention for managing corporate identities (Lievens, Hoyer & Anseel, 2007). More specifically based on findings of Brewster, Sparrow and Harris (2005) employer branding becomes a key strategy to attract and retain the right kind of talent because people want to work and develop by associating with great brands. Employer branding nowadays is becoming cause in increase productivity and improve recruitment, retention and commitment" (Barrow & Mosley, 2011). Research literature suggests a shortage of skills in the present decade (Clarke, 2001) and Lewis and Heckman (2006) have stressed the fact that talent management, as a field of study was still in its infancy as it lacked a clear and consistent definition of its core construct as well as a clearly defined scope and a conceptual framework based on empirical research. Talent management has now moved into a continual organizational practice with a strategic focal point that drives organizational outcomes and it becomes more than administrative process (Fegley, 2006). It is believed that monetary compensation can influence employees for short-term goals, but cannot sustain a long-term employment relationship because self-achievement is not satisfied (Agarwal & Ferratt, 2001). The working environment in Indian energy generating industries like coal, power, etc is fast-growing, challenging, and now becoming competitive day by day. Despite ample opportunities and growing environment, there are several challenges for these industries including lowered performance, high turnover, and job dissatisfaction. The overall perception in the mind of potential employees and current employees regarding the environment here is stressful, challenging and comparatively tough in respect to other sectors due to reasons such as job location, high skilled labor involvement, and challenging work environment. Mining units are somehow unable to provide secure and healthy working conditions due to remote locations. The present study therefore aims to explore the relationship of organizational talent management with perceived employer branding by employees in the coal mining sector, which has been not explored so far empirically.

METHOD

The study has been conducted on a sample of 30 managerial level employees in the coal mining sector in India. Quantitative research methodology has been adopted for this study. Data has been collected by incidental sampling from middle level executives from different manufacturing units of India. The measures for the study consist of 3 items for obtaining demographic information of the participants. Organizational talent management has been measured by 43-items which consists of 8 dimensions adapted from the scale developed by Oehley (2007), namely, (1) Talent management mindset, (2) Attracts and Recruits Talent, (3) Identifies and differentiates talented employees, (4) Develops other (5) Builds and Maintains Relationships, (6) Provides Meaningful and Challenging

Work, (7) Remunerates and Rewards Fairly and (8) Manages Work-life Balance. Employer branding has been measured by the 25-item scale developed by Berthon et al, 2005. Responses were obtained on Likert-type 5 point scales for each item. The correlation design was used to investigate the relationship between organizational talent management and employer branding

RESULTS

The data of 30 participants has been statistically analyzed using SPSS for calculating the means, standard deviations, and inter-correlations between talent management dimensions and employer branding. The results indicates that there is a highly positive correlation between nearly all the above mentioned dimensions of talent management and perceived employer branding with the exception of the dimension 3, namely, 'identifies and differentiates talented employees'. Further, among the three demographics variables only 'age' of participants shows positive correlation with perceived employer branding.

PRACTICAL IMPLICATIONS

Findings from the study will add to the contribution of past researches regarding identification of assumptions underlying the development of a deeper, people oriented and more balanced approach to talent management which will help in further studying and implementing talent management in any organizations to win the "War of Talent" and in becoming "good place to work" or "employer of choice". (Thunnissen, Boselie, & Fruytier, 2013). Organizations like coal, power, and other manufacturing industries are interested in implementing a talent management strategy that would ensure positive affiliation among employees along with productivity. Findings of this study will help organizations to align talent management with the strategic goals of the organization; establish talent assessment in coordination with key employees, ensure good employer image in both inside the organization as well as in market and conduct an audit of all HRM practices in relation to evidence-based best practices. Originality/value : This study will be of value to organizations that are seeking to understand talent management beyond top management interventions or to improve employer branding which in turn is helpful in employee recruitment, retention and engagement.

Reference available upon request

Implementing Quality Health Care Strategies for Improving Service Delivery at Private Hospitals in India

Submission ID: 590

Submission track: Access to Educational Services & Health Services

Submission type: Competitive paper (CP)

Varsha Agarwal, *Christ University, India*

K. G. Jose, *Rajagiri Business School, India*

Ganesh L, *Christ University, India*

Extended abstract

Healthcare is becoming the largest growing sector of India and generating abundant revenue and employment opportunities. Therefore the healthcare industry in India is growing tremendously because of its huge coverage, providing services and investment by public and private players. According to IBEF (2015) the overall Indian health care market is estimated US\$ 65 billion and in which hospital supplies and health care equipment segment is contributing only US\$ 4.5 million approximately. Health care delivery sector which consists nursing homes, pharmaceuticals, hospitals and diagnostic centres contributes 65 percent of the total market. There are almost three types of hospitals in India. The first is for profit hospitals as well as nursing homes, the second is corporate hospitals and the third is not for profit as well as missionary hospitals. In past two decades private hospitals in India are increasing with a significant number and hospitals like Apollo, Fortis and many others are increasing their presence all over. In India presence of private hospitals have totally changed the scenario of health care delivery system and it has captured the major market of tertiary care. This study explores the effectiveness of the strategies of quality health care for improving the service delivery in Private Hospitals. The population for this study comprised of four private hospitals in India namely Apollo, Fortis, Narayana and Manipal Hospital. Due to small sample a census survey was conducted in these hospitals for data collection. In total 122 responses were collected after administering the questionnaires. Data were collected from various heads of departments and units, and in-charges of various wards and the questionnaires were self-administered. Quantitative data analysis was done using regression analysis at 95% confidence interval and for qualitative data content analysis was done. The findings of this study shows that quality health care strategies of the Private Hospitals in India impacts the service delivery positively. Quality health care strategies showed a different kind of associations with three measures of quality which are structure, process and outcome measures. Adoption of ICT related applications will impact the follow up systems in corporate systems in comparison with other strategies. Specific strategic interventions, results based financing and strategic leadership training in the departmental level showed high significant impact on improvement of service quality and outcomes in terms of rate of re admissions, time taken for serving clients , average mortality rates and average waiting time for service. Some departments also took initiatives regarding reducing infections as quality improvement initiatives and it indicated the lesser significant in comparison with other strategic interventions. There was also significant relationship observed with the length of patient stay in hospital because of quality health care strategies adopted by hospitals. There was significant positive relationship between client satisfaction and adoption of ICT applications and other strategic interventions at departmental level to improve the service delivery. Findings of the study also show the critical drivers of the implementation of quality health care strategies in private hospitals in India. These drivers are vision, mission, human resources, strategic plan, service delivery agreement and other physical facilities. All these findings demonstrate that private hospitals need multifaceted approach for implementing quality improvement strategies and adoption of the model for the same. This study recommends a blend of quality improvement programs with increased ICT applications for enhancing the turnaround time. Private hospitals should encourage the various kind of

service delivery innovations at various departments appropriately and complementing them with institutional driven quality programmes. Training programmes for attitude change is also required for successfully implementing the strategic interventions because staff attitude is the biggest obstruction for implementation of quality improvement programmes. It is required to adopt the model for quality health care implementation and optimization of service delivery and other clinical outcomes. The study also recommends the inclusion of quality improvement programs in main training programmes of workers of private hospitals. Further study can be conducted on other healthcare quality dimensions and strategic interventions that can enhance the quality of health care and clinical outcomes in Private Hospitals in India.

Reference available upon request

IMPACT OF FINANCIAL INCLUSION ON THE OPERATIONAL EFFICIENCY OF SELECTED BANKS IN GOA : A CASE STUDY ANALYSIS

Submission ID: 591

Submission track: Financial Inclusion: Access to Credit and other Financial Services

Submission type: Presentation Papers (PP)

Parasharam Appu Patil, *Govt. College of Arts, science & Commerce, Quepem - Goa, India*
Dr. R. Sathish, *Principal, Narayan Zantye College of Commerce, Bicholim Goa*
[https://f6mail.rediff.com/ajaxprism/writemail?&mode=mail_to_individual&email=rasathish40@gmail.com&els=33857fd70a0d459e381584f363cd1e96" target="_blank"](https://f6mail.rediff.com/ajaxprism/writemail?&mode=mail_to_individual&email=rasathish40@gmail.com&els=33857fd70a0d459e381584f363cd1e96)
India

Extended abstract

Introduction Easy availability of formal financial services to the poor, disadvantaged and underprivileged group is a prerequisite of poverty alleviation on the one hand and economic growth on the other hand. One of the main causes for a large section of the rural, and semi urban population still remaining below the poverty line is financial exclusion, which is proving to be a major bottle neck in the path of India's economic growth. The Reserve Bank of India (RBI) directed (2005) all the banks to adopt the national policy of financial inclusion and take suitable measures to reduce financial exclusion. In this direction the banking sector has taken a lead role in promoting financial inclusion, which acts, as a gateway to a range of financial products and services. The government of India as well as the banking industry has recognized this imperative and has undertaken different measures and steps for bring unbanked people under formal banking.

The recently launched Pradhan Mantry Jan Dhan Yojana prove to be successful in providing access to basic bank accounts to the poor. Research Gap A review of studies on financial inclusion in India and abroad reveals that, many of these studies focus on demand side of financial inclusion, rural people and low income groups. The supply side of financial inclusion that is financial service providers are ignored, even their role more significant in the process of financial inclusion. Further, most of the studies based on secondary data. Although household survey are often the only way to get detailed information are neglected in many studies. The present study seeks to fill these gaps by examining role of banks in financial inclusion and its impact on its operational efficiency.

Identification of the Research Problem The literature review reveals that financial inclusion is a significant policy issue in developing and under developed nations. The problem of financial exclusion exists in almost all the countries of the world but its level of significance differs from country to country. There are studies conducted in India and abroad to measure the level of financial inclusion and the role of policy maker in improvement of financial inclusion. The present study therefore, attempts to analyze the role of banks in financial inclusion and its impact on banking operations. The research has relied on the initiatives of the selected banks for achieving financial inclusion. The research findings are validated by using factor analysis, regression analysis and Chi-Square test.

Objectives of the Study

1. To identify the major initiatives and steps taken by the selected banks, which are responsible for the improvement of financial inclusion in the state of Goa.
2. To study the impact of financial inclusion on the operational efficiency of selected banks in Goa.

Hypothesis of the Study H1: The initiatives and steps taken by the selected banks in Goa are assisting in the improvement of financial inclusion. H2: There is a positive impact of financial inclusion on the operational efficiency of the selected banks.

Results and Discussion In order to study the above research objectives, Bank of India - Quepem branch is selected as the sample of the study. A well structured questionnaire is served to the bank to obtain information about measures adopted by the bank for financial inclusion. Steps adopted by the Bank of India - Quepem for improvement of financial inclusion in their operational areas are Relaxation of Know Your Customer (KYC) norms, Appointment of Business facilitators/Business Correspondents, Self-Help Group : Bank linkage programme, Mobile banking, Aadhaar : enable payment system, Financial Literacy and awareness, Remittance products, Advice on monetary issues, problems and plans, Disbursement of Grants and financial Assistance, Micro credit, Kisan Credit Cards and No-frill accounts.

A regression analysis is run on these steps of the bank for financial inclusion to prove that, these steps lead to improvement of financial inclusion in term of increase in number of account holders in the bank's area of operation. The regression analysis found to be significant for the above steps with 'P' value of 0.03 at 5 per cent significance level.

Further, the opinions of 50 financially included new bank customers are obtained on 17 steps taken by the banks on a five point scale. Factor analysis was carried out and 4 most prominent factors have been obtained. They are Simplification of KYC norms, Disbursement of Government Assistance, No-frill accounts and Self-Help Group-Bank Linkage Programme. Hence the H1 is accepted. The Cronbach's Alpha obtained is 0.781, which proves the reliability of data is very high. The Kaiser-Mayer-Olkin Measure of sampling adequacy is computed as 0.658. Impact of Financial Inclusion on the Operational Efficiency of Banks

The Chi-square test result shows that there is strong and significant association between financial inclusion and bank's operations in the terms of increased work load, increased number of transactions, extended working hours, responsibility to educate customers. In case of work load, it is observed that the Chi-Square value (17.83) is greater than the critical value of Chi-Square distribution with 3 df (7.81). Similarly, in case of number of transactions and financial inclusion steps of banks, the Chi-Square value of 7.18 is larger than the critical value with 2 df (5.99).

In case of extended hours of work, it is observed that the Chi-Square value (6.23) is greater than the critical value of Chi-Square distribution with 3 df (4.81) and financial inclusion. This shows that there is a significant association between the bank's operational efficiency and financial inclusion. Therefore, H2 stating that, there is a positive impact of financial inclusion initiatives on operational efficiency of bank is rejected. Conclusion The steps taken by the banks for financial inclusion are showing a positive sign of improvement vis a vis financial inclusion in the unbanked areas. This is a good sign for ensuring financial inclusion and expansion of banking operation through various measures. Banks are taking strong steps for improvement of financial inclusion in their area of operations, but these initiatives and steps have both a positive as well as negative impact on the operational efficiency of the banks.

Reference available upon request

Impact of User Generated Content on Brand Equity: A Study on Social Media Networks

Submission ID: 608

Submission track: General Papers

Submission type: Masters & Doctoral Students' Papers (MD)

Mohd Sarwar Alam, *Research Scholar, Department Of Business Administration, Fmsr, Aligarh Muslim University, Aligarh, Up, India*

Bilal Mustafa Khan, *Associate Professor, Department Of Business Administration, Fmsr, Aligarh Muslim University, Aligarh, Up, India*

Arif Anwar, *Research Scholar, Department Of Business Administration, Fmsr, Aligarh Muslim University, Aligarh, Up, India*

Extended abstract

1. INTRODUCTION The introduction of Web 2.0 has provided a powerful platform to people for sharing various information about products or brands like new arrivals, product quality, satisfaction or dissatisfaction, and product or brand success on internet. An increasing number of consumers are using the internet and spend more time searching for information as well as shopping online. Now, firms are not the only source of brand communication as social media allows the consumers or prospects to communicate with many other consumers from all corners of the world. With ever-increasing prevalence, social networking sites are being used by consumers to connect with one another, and increasingly to connect consumers with brands and vice versa (Wolny and Mueller, 2013). The product reviews by consumers on social media can produce a positive or negative brand buzz and the messages on these virtual platforms affect consumer buying decisions (Vij and Sharma, 2013). Brands that were completely controlled by the brand managers are now being shaped by their consumer (target) markets (Christodoulides, Jevons, & Bonhomme, 2012). User generated content (UGC) is a fast growing vehicle for brand-related conversations and consumer insights about the same. The development of user generated content has been supported by the rapid growth of online brand communities including social networking platforms (Gangadharbatla, 2008). At the time of online communication empowerment, various kinds of consumers express their views on online public platforms which have shifted the influence from firm generated content toward key opinion leaders in the customer base. The result is further shift of influence from a traditional publisher-centric communication model to a more user-centric communication model (Daugherty, Eastin & Bright, 2008). This new trend of consumers' inclusion in marketing and branding area through their own content on social media has much relevance to provide better services by the companies, Cause-related advertising by government agencies, and promoting various government initiatives and properties like destination marketing and tourism. In light of such growing interest in the area of content provided by consumers or prospects on social media, the study majorly aims to determine the impact of user generated content on consumer based brand equity.

2. OBJECTIVES OF THE STUDY It is important to understand the impact of user-generated content created on social media. This is very crucial, as firm-created content on social media is under the control of the firms and the brand managers, whereas user-generated content on social media is independent of the firm's or brand manager's control (Bruhn, Schoenmueller & Schafer, 2012). The study majorly aims to investigate the impact of one type of social media communication i.e. user generated content on consumer based brand equity. This leads to the following research objectives (Kim & Ko, 2012; Bruhn, Schoenmueller & Schafer, 2012); Identification of user generated content and consumer based brand equity constructs. Determining influence of the brand related user generated content on consumer based brand equity.

3. CONCEPTUAL FRAMEWORK AND RESEARCH HYPOTHESES Our conceptual framework is based on the studies of Keller & Lehmann (2003) and Bruhn et al (2012). The study is based on the modified form of Keller & Lehmann (2003) brand value chain provided by Bruhn et al (2012). In our study, the impact of one element of social media communication i.e. user generated content is measured on consumer based brand equity dimensions namely consumer mindset and consumer behaviour. The consumer mindset is measured using the variables brand awareness, functional brand image, hedonic brand image and brand attitude whereas consumer behaviour is measured using purchase intention. Our conceptual framework is shown in Figure 1. Yoo, Donthu & Lee (2000) suggested in their study that brand communication is positively correlated with brand equity if the communication creates favourable consumer reaction towards the product. Kim and Ko (2012) have similarly suggested in their study that social media marketing activities positively influences brand equity dimensions. Brand managers and marketers always try to present a positive picture of their product or brand. The firm-generated content which is totally controlled by them will always have positive communication content about the brand. Further, user-generated content is not in the control of the company or the marketers. It can be positive or negative related to a particular brand. However, both types of communication i.e. positive or negative give information about a product or brand to other consumers which in turn help in purchase decision. Hence, in both ways, user-generated brand related communication influences the brand awareness and we chose the hypothesis as; H01: Any evaluation of the brand related user-generated content on social media doesn't have a significant influence on brand awareness. Accordingly, user generated content can have positive or negative effects on the functional and hedonic benefits. Hence, we assume both the conditions and chose two competing sets of hypotheses; H02: Any evaluation of the brand related user-generated content on social media doesn't have a significant influence on functional brand image. H03: Any evaluation of the brand related user-generated content on social media doesn't have a significant influence on hedonic brand image. According to the theory of reasoned action (Fishbein and Ajzen, 1975), attitude is a combination of benefits and attributes associated with the brand where brand attitude is affected by two dimensions of brand equity namely brand awareness and brand image. Further, based on the studies of Yoo et al (2000), Godes & Mayzlin (2009) and Jansen et al (2009), we assume that brand awareness and brand image have positive effect on brand attitude. But to keep the neutrality of the statement, we chose the hypotheses as; H04: Brand awareness has no significant influence on brand attitude. H05: Functional brand image has no significant influence on brand attitude. H06: Hedonic brand image has no significant influence on brand attitude. Eagly & Chaiken (1993) and Wang (2009) suggested a common thing that attitude have positive effect on intention where the first study talks about the purchase intention and the second one about the behavioural intention. Therefore, we chose our hypothesis as; H07: Brand attitude has no significant influence on brand purchase intention.

4. RESEARCH METHODOLOGY Data collection was done using a standardized Questionnaire. A total of n=125 respondents were contacted for survey out of which n=94 gave their responses. The response rate is 75% for the survey. The Indian Tourism Sector with special focus on Destination brands was selected for the study. The Participants were the users of Social networking sites who are using at least one social media platform. Convenience sampling method was used to choose the respondents. The major social networking site like Facebook and Twitter were considered for study. Software packages SPSS 20.0 and AMOS 20.0 were used to check the hypotheses and relationship between different variables.

5. MAJOR FINDINGS AND CONCLUSION Our study aimed to investigate the impact of the brand-related user generated content on consumer based brand equity. Empirical results show that brand-related user generated content on social media has a significant influence on brand awareness, functional brand image and hedonic brand image. Further, brand awareness and hedonic brand image significantly influence brand attitude which is in line with the study of

Bruhn, Schoenmueller & Schafer (2012) but no significant influence of functional brand image is found on brand attitude. Finally, it is found in our study that brand attitude leads to purchase intention.

Reference available upon request

Maternal Mortality in High Focus States in India: A District Level Adolescent and Reproductive Healthcare Interventions Analysis and Relationship Building

Submission ID: 613

Submission track: Access to Educational Services & Health Services

Submission type: Competitive paper (CP)

Partha Saha, *RCG School of Infrastructure Design and Management Indian Institute of Technology Kharagpur Kharagpur - 721302, India, India*

Extended abstract

Maternal and child health is one of the major concerns for any nation. Realizing the importance of the issue, reduction of Maternal Mortality Ratio (MMR) and Under-five Child Mortality Ratio (U5MR) has been declared as two central goals among eight Millennium Development Goals (MDGs) set in the UN Millennium Summit, 2000. The target for MDG 4 is reduction of mortality in children younger than five years by two-thirds between 1990 and 2015, and targets of MDG 5 are reduction of the maternal mortality ratio by three-quarters and achievement of universal access to reproductive health during the same period (Secretary-General, 2001). Throughout last decade, progress on MMR was monitored by several researchers (Hogan et al., 2010). They have gathered data for 187 countries from 1980 to 2008. As per their analysis, the global MMR has decreased from 422 in 1980 to 320 in 1990, and 251 in 2008 for per 1,00,000 live births. More than 50% of all maternal deaths were occurred in only six countries as per 2008 MMR data (India, Nigeria, Pakistan, Afghanistan, Ethiopia, and the Democratic Republic of the Congo). To achieve MDG5, India has to reduce its MMR less than 109 per 1,00,000 live births by 2015 ("Special bulletin on maternal mortality in India (2007-09)," 2011). The MMR of India for the years 2007-2009 was 212, down from 254 in 2004-2006. Trend in MMR from 1999 to 2009 reveal that there has been a decline of 35%, that is, from 327 to 212 deaths per 100,000 live births. . As per the MDG target, a 75% reduction in MMR from 1990 till 2015 would need a yearly rate of decline of 5.5% (Hogan et al., 2010). For India, the rate of reduction was only 3.1% till 2007-09. It is worth noting that Kerala (81) along with Tamil Nadu (97) and Maharashtra (104) have already achieved MDG5 target in 2007-09 ("Special bulletin on maternal mortality in India (2007-09)," 2011). Andhra Pradesh (134), West Bengal (145), Gujarat (148), and Haryana (153) were in closer proximity to MDG5 targets but performances of other states were very poor. Based on poor health indicators, Government of India has declared nine states (Bihar, Chhattisgarh, Jharkhand, Madhya Pradesh, Orissa, Rajasthan, Uttarakhand, Uttar Pradesh and Assam) as high focus group states (Kumar, Singh, & Rai, 2012). In last 50 years, understanding towards causes of disease or contributors to health has changed enormously. Until end of twentieth century, it was dominated by simple biomedical model. Total focus was on the treatment of acute illness, injury, and infectious diseases (Breslow, 2004, 2006; Porter, 1999). In 2002, Dr. Halfon and his colleagues proposed the concept of Life Course Health Development (LCHD) process (Halfon, Larson, Lu, Tullis, & Russ, 2014). It was defined as a dynamic process that begins before conception and continues throughout the lifespan of a human being.

By providing a better understanding of health development, the LCHD model sought to focus more on development of total healthcare strategy and majorly in early stages of lifespan. Based on the concept of LCHD process, Dr. Kerber and his colleagues proposed a framework for integrated maternal and child healthcare delivery system, defined as 'Continuum of Care' (CoC) approach (Kerber et al., 2007). The goal of this approach was to avoid dichotomies, between either mothers or children, places of service delivery, or single health issues. The continuum of care has become the core principle of programs for maternal, newborn, and child health, and as a means to reduce the burden of half a million maternal deaths, 4 million neonatal deaths, and 6 million

children who die between the ages of 1 month and 5 years (Tinker, Hoopes-Bender, Azfar, Bustreo, & Bell, 2005; WHO, 2005). Dr. Kerber and his team have classified 'Continuum of Care' approach into two dimensions: the dimension of time (throughout the lifecycle) and dimension of place or level of care. Over time dimension of the Continuum of Care, care is provided before pregnancy (including family-planning services, education, and empowerment for adolescent girls), during pregnancy, and after pregnancy to both mother and child. Place dimension of the continuum of care includes all places where healthcare services can be provided. Those are home, the first-level facility, and hospital. An effective continuum will ensure that appropriate care is available wherever it is needed, and linked. According to 'dimension of time', Adolescent and reproductive stage is the first stage but it is most neglected stage in maternal and child health care. In 2012 around 1.3 million adolescents died which could have been prevented through proper healthcare services. Major causes of these deaths include HIV, sexually transmitted and reproductive infections (STI/RTI) ("Young people health risks and solutions," 2014). Priority healthcare interventions for this stage include consumption of iron and folic acid tablets, reduction of unmet need for family planning, enhancement of usage of family planning methods, sterilization method, awareness regarding RTI/STI and HIV/AIDS etc. (Ministry of Health and Family Welfare. Government of India, 2013). This study examines the district level coverage rate of adolescent and reproductive healthcare interventions at nine high focus group states in India, which shares more than half of the total maternal deaths in the country. It also assessed the performance of healthcare delivery points at all three levels i.e. at family and community level, at primary level, and at tertiary level. Finally a relationship model has been developed among MMR, adolescent and reproductive healthcare interventions, and healthcare delivery systems. It has helped to understand the major obstacles for low MMR at these states.

Reference available upon request

Investigating forces for change affecting corporate sustainability: global megatrends and future scenarios

Submission ID: 614

Submission track: Environmental Sustainability

Submission type: Case Studies & White Papers (CW)

Sonal Choudhary, *Sheffield University Management School, Great Britain*

Extended abstract

INTRODUCTION In today's changing world, businesses are facing dynamic challenges and are likely to face even more if the key factors or forces associated with these challenges are not understood. A framework has been developed to help businesses understand the six key forces for change in the world that are or can impact their sustainability as well as define their role in the society. The six key forces for change identified in this research are: (1) Climate change: Increasing greenhouse gases emissions are pushing the planet towards a hotter tomorrow. The governments of the world have agreed to limit global warming to a maximum of 2°C above pre-industrial levels to avoid the worst climate change impacts. Businesses need to start planning for a world with a changed climate that impact their supply chains and operations. (2) Access to resources change: The impact of increasing competition for resources will penetrate all aspects of society over the coming future years. Government and business will find themselves dealing with the direct, and indirect, consequences of growing demands for ever more scarce resources. Conflicts around natural and human capital will increase, driven by the seemingly inexorable march of global consumption. (3) Demography change: The next 30 years will be characterised by simultaneous increase in the size of the global population to 9.6 billion by 2050, and population ageing in all but the least developed countries. These will have potentially disruptive impact on industries through their impact on aggregate demand and demand patterns, the labour market, and public finances. (4) Technology change: Technology plays an important role in shaping the dynamics of the business environment. Consumers' expectations are growing in the era of new emerging technologies such as the "Internet of Things" and "3D printing". Businesses need to be prepared for these increasing expectations and be resilient to these technological changes. (5) Values change: Recent years have witnessed a significant process of value change as people seek to make a stronger connection between their personal values and their work and consumption habits. This process has resulted in an increasing questioning, distrust and divergence away from the traditional status quo and a greater desire to 'make a difference'. (6) Political change: The political fallout from the radical social, economic and environmental changes of the last 20' 30 years, including the post 9/11 'war on terror' and the global financial crisis, has led to a radical reshaping of the geopolitical sphere. Underlying this process is a shift in global economic power from north to south and west to east. **FRAMEWORK DESIGN** Each force for change has six sections: Top line summary: briefly defines the respective force for change with key business challenges associated with that force for change. Expanded summary: describes the main causes of disruptions that make a force for change a business issue. Disruption: describes each specific disruption caused or may be caused as result of a force for change. Socio-political response to change: describes the responses witnessed in relation to each force for change from civil society, government (policies and regulations), and the international community. Opportunities and risks: outlines some of the key business opportunities and risks associated with a force for change along with a few case study examples. Scenarios: asks a few key questions related to how businesses may react to certain future possible scenarios associated with one or more forces for change. **EXAMPLE: FORCES FOR CHANGE** "" **CLIMATE CHANGE** A brief outline of one of the six forces for change has been described below: (1) Top line summary: Growth in scale and scope of extreme weather events

and warming effects, magnitude of impacts and response to/from businesses have been outlined here. (2) Expanded summary: Three main causes of disruption have been described here: i. Carbon and other greenhouse gases pollution ii. Incremental warming iii. Physical disturbances from extreme weather events such as flood, drought and storms (3) Disruptions: Four key disruptions as a result of climate change along with their global mega-trend have been described here: i. Disruption to supply chains arising from extreme weather ii. Food security and price volatility iii. Water scarcity iv. Mass migration (4) Socio-political response: Responses from civil society, national government and international communities has been described here: Civil society: describes responses from consumers, investors and NGOs from across the world in relation to climate change and business responsibility. Government: describes public policies and carbon pricing system (emissions trading schemes (ETS), carbon taxes and crediting mechanisms). International community: describes responses from World Meteorological Organization (WMO), World Bank and UN working groups, such as Intergovernmental Panel for Climate change (IPCC) (5) Opportunities and risks: some of the key opportunities and risks associated with the climate change have been identified here with links to a few business case study examples: Risks such as disrupted supply chains, reduced availability of natural resources, damage to vital infrastructure and utilities, disrupted transport and logistics routes, heightened price and market volatility, unpredictable impacts on the workforce and consumers, and regulatory and reputational risks have been highlighted here. Opportunities particularly in relation to low-carbon innovation, resource efficiency, climate resilient products and services, improved transparency, sustainable farming, better weather monitoring and predicting tool as well as climate resilient constructions and infrastructure to avoid supply chain disruptions have been highlighted here. These opportunities have been clustered into: short-term/reactive; mid-term/adaptive and long-term/proactive. (6) Scenarios: This section contains three questions related to “call to action” for businesses. It asks businesses how they would respond to physical, regulatory and reputational risks posed by climate change. Example of one of the questions is: How will your organisation respond to the problems posed by these processes of climate change upon your production? Scenario 1: Extreme events and supply chain disruption “ Increased flood damage is causing significant disruption to your supply chain. There are two main impacts of this on your organisation. First, there has been significant impact on core crop production, which has reduced the availability of your core raw materials. Second, consistent flood damage is causing major disruptions to transport routes and infrastructure and increasing the costs and energy consumption of the refrigeration of perishable goods.

Reference available upon request

EXAMINING THE MODERATING ROLE OF BRAND PERCEPTIONS ON THE RELATIONSHIP BETWEEN SOCIAL ENVIRONMENT AND CUSTOMER SHOPPING EXPERIENCE

Submission ID: 616

Submission track: Marketing Management and consumer behavior

Submission type: Masters & Doctoral Students' Papers (MD)

Priyanka Singh, *Punjab Technical University, India*

Harmeen Soch, *Punjab Technical University, India*

Extended abstract

INTRODUCTION Understanding the customer shopping experience is one of the key drivers for impulse buying and enhancement of customer profitability. A rich stream of research has emerged on multi-sensory customer experiences (Mehrabian and Russell, 1974; Holbrook and Hirschman, 1982; Pine and Gilmore, 1998; Schmitt, 1999; Grewal et.al 2009, Verhoef et.al, 2009; Bagdare and Jain, 2013; Moller and Herm, 2013). The development of experiential marketing has endorsed an experiential approach to retailing by influencing the way the customers behave (Verhoef et al, 2009; Healy et al, 2007; Gilmore and Pine, 2002a, 2002b; Frow and Payne, 2007; Schmitt, 2003). Schmitt (1999) explored the application of experiential marketing in stimulating customers' sense, feel, think, act and relate to a company and its brands. This reinforces that in order to compete, the firms must provide customers with satisfactory experience, and this requires them to orchestrate all the "clues" that people detect in the buying process (Verhoef et.al, 2009; Berry, Carbon and Haeckel, 2002; Farias, Aguiar and Melo, 2014). One of the important facets to be considered in order to understand the customer experience is the perceptual mindset for the brand a customer is shopping for (Verhoef et al, 2009). Customers with different brand perceptions exhibit different buying behavior which is reflected in their shopping experiences. The customer shopping experience is also impacted by the way the customers interact in social environment (Verhoef et al, 1999; and Tsiros and Parasuraman, 2006). The present study describes the conceptual framework for understanding the moderating role of brand perceptions on the relationship between social environment and customer shopping experience in the retailing context.

THEORETICAL BACKGROUND

Social Environment and Customer Shopping Experience Social environment is defined as "comprising human features related to interactions with the staff and fellow customers" (Fiore and Kim, 2007). Social environment is conceptualized through customer density which is the number of customers at the shopping place and customer interactions which represents the way the customers interact and affect each other's behavior. Social environment has a considerable impact on the customers' experience (Verhoef et al, 2009). The multiplicity of customers can influence the experience of other customers directly or indirectly, depending upon shopping motive and personal tolerance level (Baker, 1987; Bitner, 1992; Verhoef et.al, 2009; and Kumar, Garg and Rehman, 2010). The customer interactions have a profound effect on the service experience (Baron, Harris and Davies, 1996; Martin, 1996; Martin and Pranter, 1989; Verhoef et.al, 2009).

Brand Perceptions and Customer Shopping Experience Brand perceptions may be defined as the way customers think and perceive about a brand and is made up of many attributes that surround a brand (Aaker, 1991). Brand perception, namely, beliefs, image, personality and attitude is the way the customers think and perceive about a brand. Brand perceptions are shaped by functional and emotional experiences that the customer associates with the product and the company and hence influence their shopping experience (Verhoef et al, 2009). The customers' expectations about the brand influence the post assessments of the shopping experience (Ofir and Simonson, 2007; Verhoef et al, 2009). Also, the customer experience helps in shaping the overall brand perception in the minds of the customers (Romaniuk and Sharp, 2002; Ofir and Simpson, 2007; Verhoef et al, 2009). This implies that there is a bi-directional relationship between brand perceptions and customer shopping

experience (Ofir and Simonson, 2007). **METHODOLOGY** Data and Sample Data will be collected from 500 respondents using a pre-defined well-structured questionnaire on 7-point likert scale ranging from “very strongly agree” to “very strongly disagree”. The sample will be drawn through convenience sampling and judgment sampling. The sample will include the frequent shoppers. Measures The survey questionnaire will consist of items that will measure antecedents of customer experience and these items will be based on the existing scales from previous studies. Scale items will be refined using item analysis. The reliability of the scale will be accessed using cronbach alpha. The analysis will be done using exploratory factor analysis (EFA) followed by confirmatory factor analysis (CFA). **Conceptual Framework** Based upon the existing literature (Schmitt, 1999; Baker et.al, 2002; Gentile et.al, 2007; Grewal et.al, 2009; Verhoef et.al, 2009; Puccinelli et.al, 2009; Bagdare and Jain, 2013; Sung, 2013; Kumar et.al, 2013), a conceptual framework is proposed. Hypothesis On the basis of the conceptual framework, we propose the following hypothesis: Hypothesis 1a: Customer interactions have a direct and significant impact on customer experience. Hypothesis 1b: Consumer density has a significant and direct impact on customer experience and it varies by the type of shopper. Hypothesis 2a: Brand perceptions moderate the relationship between social environment and customer shopping experience. Hypothesis 2b: Positive and negative brand perceptions have a significant influence on the customer’s shopping experience. **SUMMARY AND CONCLUSION** The proposed hypotheses are supported by empirical research. The available literature provides a strong case for examining how the relationship between social environment and customer shopping experience is moderated by the brand perceptions. Moreover, it is also proposed that the interaction quality of the staff and the customers has a significant direct impact on how customers perceive the store image and evaluate their overall shopping experience. These elements characterize a substantial component of the customer experience, which positively influences the shopping behavior of the customers. **RESEARCH IMPLICATIONS** This paper will be a unique contribution in understanding whether initial brand perceptions affect customers’ shopping experience and also how it would moderate the shopping experience-social environment relationship. The study has far ranging effect on the academic literature as well as retail managers. It will assist the retail marketers to understand the factors other than product that have a significant impact on the customer shopping behavior. The proposed framework will guide the retailers in the development of successful shopping experiences.

Reference available upon request

Potential of the silver economy in ageing Europe dealing with persistent debt crisis and problems in the labor market

Submission ID: 617

Submission track: Economics

Submission type: Book Presentations (BP)

Gabriela Dováčková, *Institute of Economic Research, Slovak Academy of Science, Slovak Republic*

Veronika Hvozdková, *Institute of Economic Research, Slovak Academy of Sciences, Slovak Republic*

Boris Hoff, *Institute of Economic Research, Slovak Academy of Sciences, Slovak Republic*

Extended abstract

The current situation in the EU is defined by low economic growth, ongoing debt crisis corresponding with problematic budget deficits, wage stagnation and high unemployment accompanied with ageing population trend. In this context, the search for new factors of growth gains importance and it is based on the effects of the so-called 'Silver Economy'. The "Silver Economy" can be defined as the economic opportunities arising from public and consumer expenditure related to ageing population and the specific needs of the population over 50. It comprises a large part of the general consumer economy, but with considerable differences in spending priorities and patterns (European Commission, 2015). Merrill Lynch estimates the 'Silver Economy' at \$7 trillion per year, which makes it the 3rd largest economy in the world. According to the Euromonitor, the spending power of the new elderly 'baby boomer' generation will globally reach \$15 trillion by 2020. Ageing population and its effects are highly discussed topics all over the globe. Low fertility rates as well as increasing life expectancy are main contributors towards demographic changes in Europe, accompanied with progress in economic, social and medical areas. The review of literature about ageing population showed two opposite trends. The first sees ageing population as a burden to society or as a threat to public finances due to the increasing number of pensioners and economic dependency ratio, with corresponding growth of public debts. The second trend sees ageing as a new potential for economic growth, whose inclusive character could create new employment opportunities also for excluded groups, as well as better access to essential goods and services relevant for older people. However, we still lack the comprehensive studies that systematically deal with silver economy. Earlier studies captured only partial economic dimensions of ageing population. Their authors discussed particular aspects such as purchasing power, savings, household consumption, new opportunities for innovative companies responding to the needs or export potential for goods and services designated for seniors. From the macroeconomic perspective, many authors assume that ageing population could be accompanied with changing consumer preferences, changing purchasing power within particular age groups, affecting aggregate demand and the structure of consumer basket consequently leading to changes in the sectors of production and also in employment. This book provides one of the most comprehensive descriptions of the potential which silver economy has in the Slovak Republic, European Union, but also in other relevant territories of the world.

From the perspective of debt dynamics it is important to know, why and how the country accumulated so much debt and what are the possible consequences of this continuous trend. From the point of view of public debts and finances, population ageing is crucial long-term factor of fiscal sustainability, not only because of direct influence ageing has on decrease in revenues and increase in payments, but also because of more complex and structural consequences ageing has on consumption behavior or employment demands. In this publication we focus on demographic development and identification of the countries and geographic areas, where the ageing population and the associated potential of the silver economy will become important parameter in decades to come. Research results of differences in the size of potential

demand in the old and new EU countries are also included. We focus on the structure of consumption expenditure in the EU and the changes that occur due to the demography and can be identified as sectors of high prospect from the silver economy point of view. An important part of the work are the results of modeling medium and long term effects of silver economy in Slovakia, including quantification of alternative simulation scenarios. To model expression of the behavior of individual economic agents and potential of the silver economy we used computable general equilibrium model (CGE model). The publication is the final output of two scientific projects, which focused on the silver economy and debt crisis. There are several significant results of these projects from the silver economy point of view. The demography analysis showed that European countries find themselves at quite different stages of the ageing process, due to the heterogeneity in the space and intensity of fertility decline, as well as the gains in life expectancy and migration dynamics. The traditional measures of population age structure, which give an idea of the stage of ageing process across Europe, suggest that ageing is more advanced in countries of Northern and Western Europe compared to the rest of the Europe. Six of the seven most important EU trading partners outside of the European territory are also the largest economies in the world: US, China, India, Japan, Russia and Brazil. They are especially the BRIC countries that show potential for dynamic development of silver market. For example they have persistently high economic growth (particularly India and China) and over the two last decades they have had higher growth of import than export.

Some of them also expect an acceleration process of ageing population with the dynamics which was not recognized even in developed countries. From the perspective of consumption, in the new EU member countries there is only a narrow space for real saturation by goods and services for seniors in terms of the concept of silver economy. In contrast, in countries as Germany, Austria and regions such as the Mediterranean, the Nordic countries, Benelux and France represent a significant consumer opportunity in terms of the potential demand of older people over 50 years. The analysis of senior consumer behavior also showed that population ageing represents an opportunity for innovative companies in areas such as agriculture and food processing, construction, transport, recreation, housing, health care, financial and insurance services or education.

Reference available upon request

Prediction of Determinants of Merger & Acquisition: An Empirical Analysis of Indian Manufacturing and Service Sector

Submission ID: 619

Submission track: Finance and accounting

Submission type: Poster Presentations (PR)

Pragyan Dash, *National Institute of Technology Rourkela, Odisha, India, India*
N. M. Leepsa, *Assistant Professor (Accounting & Finance School of Management National Institute of Technology Rourkela, Odisha, India*

Extended abstract

Introduction: After 1991, India entered into the era of liberalisation and modernisation where companies started giving more importance to their development and growth. In the literature of finance, two types of growth strategies are mostly mentioned, i.e. organic and inorganic growth strategy. Today, the progress in the corporate sector is through the inorganic growth route by way of Mergers and Acquisitions (M&A). By integrating with other companies through M&A strategy, companies generate revenue, maximize profit, reduce costs by avoiding duplication of tasks and improve efficiencies which leads to their growth and development (Meschi, 1997). Islam et al. (2012) observed from the study of Basant (2000) that economic reforms in the Indian economy have reduced significantly and due to this competitive pressure increases. So to increase their value and competitiveness, companies are interested to accept corporate restructuring activities. M&A is one of the most popular corporate restructuring activities among business entities. M&A helps in reduction of risk by spreading the investment over more than one business. India is one of the largest developing economies having 1.2 billion populations, providing a wide market for the corporate sector. Some developed economies like USA, Japan, UK, German, and France are entering into the Indian market for their business by giving challenges to Indian companies. So to cope with the challenges, M&A transaction is also largely adopted by Indian companies. Due to various economic reforms, the growth in the Indian industrial sector has reduced and competitive pressure has increased (Basant and Mishra, 2012). So in the post liberalisation period, corporate restructuring activities such as M&A in India have increased and used as a growth strategy (Vyas et al., 2012). From various literature studies, it is found that number of determinants affect the success and failure of M&A transaction. Determinants like Size of the firm (Penrose, 1959), Trade policy (Hijzen et al., 2008), Stock exchange markets (Mariana, 2012), Economic conditions, Interest rates, Competitors' actions, Consumer purchases and Political climates (Epstein, 2005), speed of M&A integration (Homburg & Bucerius, 2006), Financial aspects, Human resources and Organisational issues (Schmid & Daniel, 2009), Regulatory changes, Number of bidders, Bidder's approach, Types of acquisitions and Mode of payment (Datta et al. 1992) have their impact on M&A transaction. An attempt will be made to Predict the Determinants of Merger & Acquisition that lead to success and failure of companies in Manufacturing and Service Sector in India. Purpose- India as an emerging economy is going for M&A transactions in a huge manner. During such type of transaction, companies are facing numerous problems in three stages (a) pre M&A deal (b) during the deal (c) post M&A deal.

There are several determinants and factors affect the performance of the company during this M&A period. However, no studies so far have investigated the determinants that lead to success or failure of M&A, Specifically, taking into consideration the recent M&A deals in India. Hence, the purpose of this study is to analyse the performance of the combining companies and predict the determinants affecting the pre and post M&A situation of the companies in the manufacturing and service sector in India. Design/methodology/approach- The completed M&A deals during the period of 1st January 2000 to 31st December 2015 in the Indian manufacturing and service sector will be taken as the sample of this study. Primary sources like Questionnaire,

Case Study along with Secondary sources like CMIE Prowess database, Capitaline will be used for data collection. Multiple regression analysis, factor analysis, discriminant regression analysis will be used to get the result of this study. Research limitations/implications- This research will add to academic literature by providing naïve results on determinants of M&A using recent M&A deals done in India. Practical/ Social implications- In this study industry and sector specific factors will be determined and comparison of the performance between manufacturing and service sector will be done. The findings of the study will be beneficial for the managers, investors, policy makers and the stakeholders of the companies. Finding out critical factors may helpful for the companies to increase their performance. Originality/value-Earlier studies in India have focused only on single sector performance evaluation relating to M&A. This investigation makes a comparative analysis of M&A between manufacturing and service sector, focusing on their determinants of success or failure.

Reference available upon request

Influence of Consumer Socialization Agents and Pester Power on Parent-Child Purchase Decisions-Towards A Conceptual Frame Work

Submission ID: 624

Submission track: Marketing Management and consumer behavior

Submission type: Masters & Doctoral Students' Papers (MD)

Anitha P, School of Management, National Institute of Technology Karnataka, Surathkal, India
Bijuna C Mohan, School of Management, National Institute of Technology Karnataka, Surathkal, India

Extended abstract

Children are the brightest star of the consumer constellation (McNeal, 2007). As children progress through the journey of their consumer life they are under constant influence of several consumer socialization agents. Though consumer socialization of children was coined as far as the 70's there is a very less amount of research that still exists on how the several agents play a vital part in forming consumer skills in children and the subsequent pestering for making a purchase decision. With 29.5% of the total population being below the age of 15 (Census of 2011) clearly puts an impetus on recognising the pool of young consumers in India. They are now active consumers and the amount of information accessible to these young ones is quite substantial which makes them a target for marketers. The major objective of the study is to present the relationships between consumer socialization agents and its effects on pester power and the subsequent decision making process of the parent and child. Secondary data available on consumer socialization, pester power and the family decision making process was also studied and a conceptual paper is developed. Based on the literature the major variables that were determined for the model are advertising, peer pressure and pester power. Consumer socialization of children has been an interesting topic for marketers all over the world and hence the understanding the agents contributing to this phenomenon is very vital. Because of the influence of these agents, the children learn to form opinions and get extensive knowledge (John, 1999) about different product attributes and features which help them to negotiate or persuade during the end purchase decision making process. Advertising is a medium through which consumers get information about products and their attributes. And so is the case of child consumers. The effect of advertising on obesity and food purchase has been the area of research for long time but advertising has got a significant impact on the consumer socialization of children since the colourful visuals, jingles and characters used in these advertisements make them form an opinion about the product, assign an attribute and which they in turn recall and pester their parents while making purchase decisions. Children are constantly in interaction with several socio environment factors of which one is peers. Due to the socialization with peers; the children feel the need of having cool and appropriate things that they believe will make them more socially acceptable with their peers in schools or in other social environments (Dittmar, 2011). The peer influences equip the children with vital information which can be used for pestering their parents. The term Pester Power also has a positive and a negative impact on the children consumer behavior (Lawlor & Prothero, 2011). It has always been viewed as a negative phenomenon. But now there have been views as it being a natural phenomenon that occurs in a family set up and hence devoid of negativity, It is socially driven game and not a commercial relationship, (Nash & Bassini, 2012). Pestering can take a form several influence strategies which can be a direct influence of the advertisements or the need to fit into several societal norms due to peer pressure. The influence of consumer socialization agents and the subsequent pestering play an active role in influencing the purchase decisions. The parent child interaction is to be carefully noted to understand the two way purchasing influence (Bridges & Briesch, 2006). The skills acquired through consumer socialization agents are put to use by a child for influencing his/her parents by using any of pestering behaviors like

nagging, begging, anger and reasoning, which the parents will have to subsequently give in (assent) or give up (dissent) or negotiate. The paper is conceptualised based on systematic and comprehensive literature review on several research papers, government reports etc which focuses on the area of consumer socialization agents, pester power and purchase decisions. A model was developed based on the same which addresses the key research gaps in the area. The paper is at a conceptual stage and will be tested empirically during the course of time. The intended population of the sample is children from the age group of 7-12 and their parents. The model will be tested using descriptive and exploratory methods of research. The children show more influence on the products which interests them the most (Beatty & Talpade, 1994). Hence, the study will focus on the industry which specializes in children's products for example children's toys, candies etc. As many of the studies have been conducted in Europe and the US the existing research in emerging markets such as India is essential and will add to the body of knowledge. The model has contributed to the theoretical background by filling out the lack of literature analyzing the impact of different consumer socialization agents and pestering in family decision making. The major success of any products depends upon understanding the various processes lead to purchasing a product, the marketers will hence benefit from model proposed, especially which deals with children's products. Since the industry potential for the children's market is substantial the model will help understand the nuances in how children and parents make decision for a particular product. This study also will call attention to the possibility of success in emergent markets which may be crucial in the current global scenario.

Reference available upon request

**Extension of Technology Acceptance Model (TAM) and Theory of Diffusion of innovation:
A Study on managing service quality and Intention to Use Internet Banking**

Submission ID: 634

Submission track: Marketing Management and consumer behavior

Submission type: Poster Presentations (PR)

*ANOOP K K, RESEARCH SCHOLAR SCHOOL OF MANAGEMENT AND BUSINESS STUDIES ,
MAHATMA GANDHI UNIVERSITY, KOTTAYAM, India*

Extended abstract

INTRODUCTION

Modern banks have to be well-versed in information technology its users and applications. E-banking is knowledgeably based and mostly scientific in using electronic devices of the computer revolution when most corporate tend to become internetworking organizations, banking has to be E-banking in the new century. The youth have been at the forefront of the technology revolution in India. It becomes useful and significant therefore to understand their attitude towards new technology based products and services. Banks in India, from the early nineties have been consistently at the forefront of providing services extensively using innovated technology. Progressively, the dependence on technology by Banks has only been increasing. This paper analyses the behavior among the customers from Kerala and Bangalore towards Internet Banking. The framework for this paper is the Technology Adoption Model (TAM) in an extended form and diffusion of innovation theory.

SIGNIFICANCE OF THE STUDY The introduction of E- banking system makes a drastic change in the Indian economy. It removes the brick and motor system of banking in to click and portal system. It change the conventional banking operation in to the most efficient and effective banking function. E- Banking initiatives by the RBI and the deployment of core banking solutions has allowed Indian banks to offer a new banking experience for their customers. Indian banks, particularly new generation banks which started their operations after 1993, were the first to offer new channels of delivery like ATMs, Phone banking, internet banking, and mobile the banking. **NEED FOR THE STUDY** Technology has changed the face of the Indian banking sector through computerization, while new private sector banks and foreign banks have an edge in this regard. Among the total number of public sector bank branches, 97.8 percent are fully computerized at end “ March 2010 whereas all branches of SBI are fully computerized. The present study is an attempt to understand the intention to use internet banking among MBA students based on extended TAM approach

SCOPE OF THE STUDY The scope of the study is limited to the state of Kerala and Karnataka. All the required samples will be selected from this area. **Research questions:** The present study will be in empirical in nature. In order to understand the research gap the researcher has to review the existing literature in the area of internet banking and customer satisfaction. 1. Is the customer satisfied with the internet banking services? 2. What are the factors influencing the adoption of internet banking? 3. Develop a model to measure internet banking service quality . These are the major research question in this regard. The researcher has to find most appropriate answer for the questions.

OBJECTIVES OF THE STUDY

The main objective of the present study as follows;

1. To measure the satisfaction level of customer of select commercial banks

2. To make a comparative analysis of satisfaction level of customers of public sector and private sector banks at Kottayam.
3. To identify the factors influencing the adoption of internet banking services.
4. Development of theoretical model for measuring internet banking service quality
5. To study the adoption of internet banking in different cultures namely Kerala and Bangalore

HYPOTHESES OF THE STUDY

H1: There is no significant difference between the satisfaction levels of customers of public sector and private sector banks.

H2: There is positive relationship between factors influencing internet banking and customer acceptance . H3: There is no relationship between demographic factors and factors influencing internet Banking.

METHODOLOGY OF THE STUDY The present study is empirical in nature. Both primary and secondary data will be used for the study.

The primary data will be collected from the customers of the commercial banks of Kottayam district and the secondary data will be obtained from the other sources like, journals, books, research articles from the concerned area by the previous researchers.

ANALYSIS AND DISCUSSION

The collected data will be analysed through SPSS latest

Keywords:

Internet banking, Technology acceptance model, internet banking Service quality and Customer satisfaction

Reference available upon request

Does For Profit Social Entrepreneurs differs from Not For Profit Social Entrepreneurs: An Empirical Analysis of Competency Construct

Submission ID: 637

Submission track: Entrepreneurship, Social Entrepreneurship

Submission type: Competitive paper (CP)

Garima Saxena, *Faculty of Management Studies Banaras Hindu University, Varanasi, India*

Extended abstract

Social entrepreneurship as a field of academic inquiry is at nascent stage, with blurring boundaries, still captivated different stakeholders (Alvord et al., 2004; Certo and Miller, 2008; Peredo and McLean, 2006; Sharir and Lerner, 2006). With the growing prominence of social entrepreneurs, social entrepreneurship has become a hot topic of discussion among researchers, policymaker (Alvord, Brown, & Letts, 2004; Certo & Miller, 2008; Peredo & McLean, 2006; Sharir & Lerner, 2006). Although with nascent conceptualization, blurring boundaries and a plethora of ambiguous literature the debate over what constitute the clear definition of social entrepreneurship/ entrepreneurs/ enterprises remain in the initial phases of reconciliation. The social enterprises have an elusive definition, because it represents different things, depending on the vantage point from which one is looking at an enterprise (Sriram, 2011). The notion of social enterprise cuts across a spectrum of organizational possibilities ranging from nonprofit organizations that engage in commercial activity to profit making businesses that claim to be driven by social objectives(Dees, 1998). Hence, social enterprises /entrepreneurs can be found in for profit as well as not for profit sector. To clear the ambiguity and to portrait more definite and clear understanding, the author at first by the virtue of literature review argues the case for the meaning social entrepreneurship/enterprise/entrepreneurs and their landscape in India. Along with this author conducted a systematic literature review of particular competencies in the domain of social entrepreneurship, entrepreneurship and nonprofit management (Kuratko, 2005; Man, Lau, & Chan, 2002; Rubin & Dierdorff, 2009, Austin, Stevenson, & Wei-Skillern, 2006; Dees, 1998a). A long list of competencies was available; the final selection of competencies is based on following three considerations. Most common competencies in the entrepreneurship literature in general (Covin & Slevin, 1991; Kreiser, Marino, & Weaver, 2002). Specific characteristic attributes of social entrepreneurship (Boyatzis and Saatcioglu, 2008; Dees, 1998a; Mair and Marti, 2006; Mort ,Weerawardena & Carnegie, 2003). Competencies that can serve as differentiation for the course of action and choice of legal status for the social entrepreneurs (Thompson, Alvy & Lees. 2000; Leadbeater 1997; Dees 1998a; Thompson 2002; Mair & Marti 2006; Brock & Steiner, 2009). Next, the methodology for this research study is outlined, including, sampling technique, data collection and the respondent profile for two sample groups. The objective of this research study is to explore and empirically validate if and up to what extent perceived significance attach to a multidimensional competence construct distinguish for profit social entrepreneurs from not for profit social entrepreneurs. Due to the absence of common consensuses over terminology and specific nomenclature by the Indian government it was very challenging to develop an inclusive frame for the population survey of social entrepreneurs in India. The research study uses an online survey method for data collection from 400 Indian social entrepreneurs through a non-disguised structured questionnaire on a five point scale .Snowball sampling is executed as a sampling technique (refers to the process of identifying a few respondents who fit the research criteria and asking them to propose others who fit the criteria as well).

Data was collected in a six month time period June 2014- December 2014. Cronbach alpha is used to measure scale reliability and dichotomous Discriminant function analysis is used to

analyze the data and test the hypothesis. The empirical result revealed that for profit social entrepreneurs differs from not for profit social entrepreneurs on the four dimensions of the competence construct: recognizing, evaluation, and exploitation of opportunities (OP); desire and ability to bring significant social change and impact (SC); ability to budget the allocation and make optimal use of available resources (RU); and management of financial capital (FCM). These resultant loadings of the Discriminant function implies that the not for profit social entrepreneurs attach more significance to recognizing, evaluation, and exploitation of opportunities; and desire and ability to bring significant social change and impact than do the for profit social entrepreneurs. Conversely, for profit social entrepreneurs seem to emphasize on the ability to budget allocation and make optimal use of available resources; and management of financial capital (FCM) more than the not for profit social entrepreneurs do. The research study is limited to India; hence it provides scope for further research under diverse geographic spaces in order to generalize the results. This is the first such study undertaken to provide empirical validation of the competencies that distinguish for profit social entrepreneurs from not for profit social entrepreneurs. Further research in this area will contribute to generate a greater understanding of how social entrepreneurs develop their competencies and how these competencies can be nurtured.

Reference available upon request

Impact of Ethical Behaviour of Indian Project Managers on Software Project Performance: A Qualitative Study

Submission ID: 648

Submission track: Organization behavior

Submission type: Masters & Doctoral Students' Papers (MD)

shradha padhi, Associate Professor KIIT school of management, India

Sumita Mishra, Assistant Professor, KIIT School of Management, KIIT University, India

Extended abstract

As organizations are conducting more and more work through projects led by project managers; the world of global business is turning into a project oriented society (Skulmoski & Hartman, 2009). Though project success is critical for organizational sustainability; such success is indeed elusive across several industries (Morris & Hough, 1987). Project managers face a subtle tension in making the 'right' decision, balancing varied interests of stakeholders and yet delivering the best possible outcomes. These paradoxical tensions are often rooted in ethics (Bredillet, 2014). Hence the ethical perspective in project management (PM) is deemed as crucial in recent times as projects fail to deliver their potential value. Given the ever increasing importance of ethics in PM juxtaposed with its very subjectivity; constant efforts have been made by researchers and PM practitioners to reify ethics in PM. A definite step in this endeavour has been the creation of the Project Management Body of Knowledge (PMBOK) Guide by the Project Management Institute (PMI), USA. The PMI Code of Ethics and Professional Conduct enshrined in the PMBOK provide a standard to PM practitioners to do what is 'right' and 'honourable'. The four core ethical values as propagated by this standard are: responsibility, respect, fairness and honesty. These core values have been a popular guide for ethical behaviour in PM practitioners globally across all industries. Given the spectacular growth in the Indian IT and ITES sector, the emphasis on execution and success of global software projects is even more important. Despite such emphasis repeated success in software projects has not been found (CHAOS Chronicles, 2004). Hence software professionals need to rethink the entire realm of PM as with ever changing global markets an evaluation of software projects solely on the basis of technical parameters may not suffice. There is a requirement for multidimensional analysis of software project performance with particular emphasis on softer aspects. In this backdrop along with an upsurge of interest in ethical behaviour of project managers with concerned stakeholders in PM literature; our doctoral research attempts to study the perceived impact of ethical behaviour (evinced through the adoption of the PMI core ethical values) of Indian project managers on software project performance. In the aftermath of the PMI, the scope of extant research on ethical values/ethical issues in business and organizations has been promising. But there have certain pertinent research gaps worthy of further investigation. Firstly though the PMI provides a lucid definition of these four core ethical values along with their associated aspirational (expectation of conduct that we have of ourselves and fellow practitioners as professionals) and mandatory conduct (firm requirements); it is a predominantly American cultural view of what is ethical during the execution of projects. Hence there is a need to explore the relevance of these values in organizations in varied national/cultural contexts. Secondly the PMI does not provide any guidance to a project manager in dealing with ethical dilemmas commonly faced in day to day management of large global projects (Walker & Lloyd-Walker, 2014). Thirdly though acknowledging the importance of project managers in overall management of projects; PM literature has not provided any worthwhile endogenous understanding of these ethical values from the perceptions of managers. Fourthly, given the multidimensionality of project performance (particularly software projects) it is important to derive an understanding on the same from the perceptions of project managers who head such projects. Lastly research in PM has not pointed out that which value is

important in which phase of the project. Hence an endogenous understanding of these globally accepted core values from project managers in varied cultural contexts is germane to any research on ethics and its subsequent impact on project performance. Such an understanding is not only worthwhile for the PMI but also will help project managers in ideating on the temporal element of these values in different phases of the project and their use in ethical dilemmas. The major research questions of our study are: How do Indian project managers understand ethical behavior (emerging from the core values of honesty, fairness, respect, responsibility) in the execution of a software project? How do Indian Project Managers understand project performance in software projects? How do Indian Project Managers understand the impact of their ethical behavior (emerging from these core values) on all the stages of software project performance?

As mentioned earlier, our study is primarily limited to the ethical values prescribed by PMI, without any prior assumptions as to how our project managers perceive the phenomena under study. Important to our study is the understanding of how managers make their own unique demonstration of behaviour and not necessarily limited by these core ethical values. Given this intent of our research, we adopted qualitative research as a suitable paradigm for our study and grounded theory to analyse the data collected. Suitable measures to maintain the reliability and validity of the research have also been adhered to. We are currently in the first phase of collecting data for our doctoral research. We targeted one of the foremost Indian IT and ITES consulting organizations for empirical data. The logic of theoretical sampling (Strauss & Corbin, 1990) has been utilized to select Indian project managers in the organization. In-depth semi-structured interviews are our main tool of data collection and we aim to collect data till the point of theoretical saturation. Our initial interview transcripts have been analysed for generating open codes. The major emergent categories in this phase of data collection are: ethical dilemmas, rationalization in ethical behaviour, unethical behaviour, software project performance, gender differences in ethical behaviour, generational differences in ethical behaviour, culture specific ethical behaviour, and need for ethical behaviour in software projects. Our research bears the potential to contribute theoretically to the domains of extant research on 1) ethics in PM with specific reference to software PM, 2) the linkage of PMI ethical values on project performance with specific reference to software projects and 3) culture specificity of ethical behaviour in the context of India and its impact on software project performance. Given the paucity of such research in the Indian context, our results may point out to other relevant ethical values and associated behaviour necessary for software project performance. Methodologically our paradigmatic adoption of qualitative research is also important in the light of a need for alternative modes of enquiry into PM processes and practices through an analysis of lived in experiences of PM practitioners (Cicimil, 2006). Practically our research can help generate a typical 'Indian' understanding of these core ethical values and their associated behaviour in order to help project managers' deal with ethical dilemmas and organizations to provide required systemic support for promotion of ethical behaviour in project managers to augment software project performance.

Reference available upon request

ANALYZING CUSTOMER VALUE PERCEPTIONS TOWARDS NUTRACEUTICALS- A MULTI-CRITERIA DECISION APPROACH

Submission ID: 655

Submission track: Marketing Management and consumer behavior

Submission type: Competitive paper (CP)

Priyanka Singh, *Punjab Technical University, India*

Arun kumar Deshmukh, *Faculty of Management Studies (FMS), Banaras Hindu University, India*

Extended abstract

INTRODUCTION Earlier it was believed that the food intake is sufficient to live a healthy life, but now there is major shift in thinking. Altering demographics and lifestyle are another growth triggers for nutraceuticals. Nutraceuticals may be defined as “diet supplements that deliver a concentrated form of a presumed bioactive agent from a food, presented in a non-food matrix, and used with the purpose of enhancing health in dosages that exceed those that could be obtained from normal foods” (Zeisel, 1999). The growth of the nutraceuticals market in India is largely attributable to the change in consumer perception and mind-set. However, food choice is not just one dimensional, but a complex human behavior influenced by many interrelating factors. Food choice behavior of consumer is driven by the optimization of both nutrition and enjoyment derived from food choices by many interrelating factors. It is very important to understand these perceptual frames in order to cater to the needs of the customers. Despite several researches on CV theory in different contexts and with methodological orientations; no study was observed hitherto applying and analyzing and validating it through multi-criteria decision modelling. This forms a point of departure for the study and provides a robust theoretical foundation. Thus, the two pronged novelty of the present study lies in its application of the over-studied phenomena of CV theory in an unexplored context i.e. customers’ perception for nutraceuticals and its validation using analytical hierarchy process (AHP) as one of the key tool under multi object modelling.

THEORETICAL BACKGROUND Customer Value (CV) Model Customer Value is the overall assessment of the value of a product based on trade-offs about ‘what perceived benefits a customer receives for what he or she has to give up from the acquisition or use of a product’ (Zeithaml, 1988). Perceived Customer Value is the difference between the prospective customer’s evaluation of all the benefits and all the costs of an offering and the perceived alternatives. Perceived Customer Value can be evaluated by three major variables namely Perceived Value, Perceived Cost and Perceived Risk. Perceived Value The Theory of Planned Behavior to Consumer Food Choice postulates that human food choice is a complex phenomenon influenced by a wide range of factors. A lot of the determinants of food choice are expected to be interceded by the beliefs and attitudes apprehended by an individual. Beliefs about the dietary value and health effects of a food, perhaps is more significant than actual nutritional quality and health consequences in shaping a person's choice. Similarly diverse marketing, economic, social, cultural, religious or demographic factors will operate in the course of the attitudes and beliefs apprehended by the person (Jain et al. 2015). Perceived Value is the perceived utility acquired from an alternative product’s capacity to meet expectations of functional value, social value, hedonic value, altruistic value and emotional value. Perceived Cost Perceived Cost is the time, energy, and psychological costs expended in the product acquisition, usage, maintenance, ownership, and disposal. Previous studies consistently suggested that there is an inverse linkage between price and CV (Dodds et al., 1991; Grewal et al., 1998). Perceived Risk The concept of "perceived risk" was introduced to the marketing literature by Bauer (1960). More recently, perceived risk has been used as an explanatory variable in empirical research on consumer behavior (see, e.g., Rao and Farley 1987; Srinivasan and Ratchford 1991). The concept of perceived risk most often used by consumer researchers is defined as risk

in terms of the consumer's perceptions of the uncertainty and adverse consequences of buying a product (or service). Perceived Risk can be classified into three ways viz evaluation, performance and safety risk.

METHODOLOGY Data and Sample The literature review coupled with opinions of experts has been used for developing an AHP model to evaluate the perceived customer value. Based upon this criterion, the following factors and sub-factors have been selected for the problem under study: Perceived Value (Functional value, social value, hedonic value, altruistic value, emotional value) Perceived cost (Price, effort) Perceived risk (evaluation, performance risk, safety risk) **Measures** Since the main objective of the present study is to prioritize the various factors of customer value model in context of nutraceuticals, the Multi-criteria Decision Making (MCDM) tool is helpful and effective in solving complex decision problems. The data was collected and analyzed using the Analytical Hierarchy Process (AHP) approach for prioritizing the various factors identified in the CV model. **Framework** The next step is to perform the pairwise comparison of one criterion over another with the help of decision matrix developed according to Saaty's (1994) 9-point scale. After the development of the comparative matrix, calculate the priority weight of the factors with the help of Eigen value and Eigen vector followed by consistency check. After the calculation of priority weight for each factor known as local weight, calculate the global weight of each element with respect to the goal described at the top level of AHP model. After the calculation of priority weight, organize them according to their weight from the highest to lowest and rank accordingly.

SUMMARY AND CONCLUSION The aforesaid study was an attempt to test the CV model using multi criteria decision making (MCDM) technique where the sub-criteria of perceived customer value i.e., perceived value, perceived cost and perceived risk were put for prioritization. The pinpointed results of the study clearly propagate perceived risk (PR) as the most important criterion followed by perceived value (PV) and the perceived cost (PC). This ranking is not just an ordinary exposition of putting one prior to other but expounds that consumer is much concerned about minimizing the risk element while making buying decision as well in consumption. The key sub-criteria of PR is safety that means she is much concerned about the credence attribute (Parasuraman et al, 1985) of the food products. The three key elements of perceived customer value in the order of importance are perceived risk, perceived value and perceived cost. **RESEARCH IMPLICATIONS** These results have several interestingly explorable implications for both manufacturers vis-a-vis marketers.

Reference available upon request

Organic Food Products in India: Mainstream or Niche Market

Submission ID: 657

Submission track: Marketing Management and consumer behavior

Submission type: Masters & Doctoral Students' Papers (MD)

*Gunjan Gumber, Research Scholar Department Of Commerce Maharshi Dayanand University
Rohtak, Haryana, India*

Extended abstract

Introduction India has a rich history of agricultural practices and is one of the world's most agriculturally significant country (Giovannucci, 2005). Agricultural practices has changed and co-evolved with human development (Milestad, 2003). Traditionally, farming practices were based on ancient techniques that were in harmony with natural farm inputs and eschew synthetic inputs (Giovannucci 2005). But over the last 50 years, the changes occurred in food production was exceptional. The use of fossil fuels, pesticides, artificial fertilizers and machinery has boosted production in industrialized countries and in Green Revolution areas (Conway & Barbier, 1990; Björklund, Limburg & Rydberg, 1999). Although this adopted technical method of agriculture is still dominant, but since the 1990's, consumers are more concerned about the quality and safety of this conventionally produced food (Magkos et al, 2006). Modern food-processing technologies (such as irradiation and genetic engineering), additives and chemical preservatives (Grunert and Kristensen 1990; Sachs et al. 1987), increase in food-related diseases like mad-cow and bird flu etc. (Essoussi and Zahaf, 2008) have raised the safety concerns among the consumers (Laroche et al., 2001).

Consumers of industrialised countries have shown great attention towards organic food products (Mutlu, 2007). Healthy lifestyle under lied by the slogan "back to nature" has become a nouveau for the global society. This movement is based on the fact that everything coming from nature is good and beneficial (Chan, 2001). People have realized that the use of unnatural inputs, such as chemical pesticides, fertilizers etc. in agricultural production may cause negative effects on their health (Suprpto and Wijaya, 2012; Kuhar and Juvancic, 2010; Kumar and Ali, 2011; Shamsollahi et al. ; Azzurra and Paola, 2009; Ahmad and Juhdi, 2010; Salleh et al., 2010), environment (McEachern, 2000; Hughner et al., 2007; Pino et al., 2012; Ahmad and Juhdi, 2010; Shamsollahi et al., 2013; Kumar and Ali, 2011), and well-being of animals (McEachern, 2000; Pino et al., 2012).

In India, the concept of organic food is gaining widespread acceptability and the market is growing rapidly (India Organic Food Market Forecast and Opportunities, 2017). Organic agricultural export market is one of the major drivers of organic agriculture in India (Kumar and Ali, 2011). In 2012, total organic agricultural exports amounted Rs. 987.85 crore and size of the domestic market was only Rs. 100 crore (APEDA). But now along with increase in disposable income (Shafi and Madhavaiah, 2013) Indian consumers are becoming more and more conscious about their health and organic food serves as a promising alternative for the people concerned about the consequences of high amounts of chemical infusions in food items. Despite the favorable conditions, at present, the organic food market is extremely nascent (technopak, 2012). The affinity of an individual towards consumption of organic food is dependent on many factors such as awareness level, attitude, spending capacity and accessibility etc. This study aims to explore the attitude and purchase behaviour of Indian consumers towards organic food.

Objective The main aim of this paper is to examine the attitude and purchase behavior of the consumers and find out whether organic food products can enter the mainstream market or it will be a niche market in India.

Methodology In the first step, the existing literature was studied in detail with the help of secondary data published in the form of research papers, reports and articles. This was helpful in identifying the current scenario about the organic food market and organic food consumers.

In the second step, the quantitative study was be done to quantify and statistically analyze the relationships and reasons of consumers' purchase behaviour. A survey method was used to collect the primary information with the help of a structured questionnaire. The survey was targeted at organic food consumers only in National Capital Region (NCR).

The questionnaire was divided into three sections; the first section included questions on socio-demographic factors and consumers' level of awareness. The second section covered mainly attitudinal questions. Some statements regarding food safety, environmental concern, quality and price premium etc. were designed on the basis of 5-point Likert scale. In the third section, questions focused on purchase behaviour and satisfaction with organic food.

Main Findings It is found that respondents have positive attitude towards organic food products but is not reflected in their actual purchase behavior. There is very small number of regular organic food consumers. A large in number of respondents are occasional organic food consumers because of constraints like high price and inconsistent availability. Although, government has taken a number of steps to promote and regulate organic production and marketing but these initiatives do not practically reach rural areas, where agriculture is mainly done.

It is concluded that at present Indian organic food is a niche market. To enter the mainstream, there is a need of well-coordinated efforts from all the stakeholders, that is, Government, NGOs, consumers and producers.

Reference available upon request

IN SEARCH OF KNOWLEDGE: THE EVOLVING ROLE OF INDUSTRY-ACADEMIA COLLABORATION

Submission ID: 666

Submission track: Knowledge Management

Submission type: Competitive paper (CP)

Abdul Gani, School of Business Studies, Central University of Kashmir, Srinagar J&K, India

Extended abstract

Introduction The importance of knowledge to economic growth, social progress and to an organisation's competitive ability has long been recognised. Knowledge has emerged as an industry by itself. Trends in world economy have since, clearly shifted towards a knowledge economy and knowledge society (Richter and Banerjee, 2003; Thune 2011). Knowledge has been recognised as one of the most strategically-significant resources for organisations across globe and there is increasing recognition that the competitive advantage of organisations depends on their capacity to create, transfer, utilize and protect knowledge and their ability to attract, retain and motivate knowledge workers (Ceptureanu & Ceptureanu, 2010; Julio, et al , 2010). Organizations now live (or die) by their ability to create knowledge, innovate and generate value with new knowledge. Universities, Industry, and the public are now well-served through efficient and successful university-industry collaborations (Etzkowitz, et al, 2000; Person & Rosenbaum, 2006). Corporate sector, universities and research & development institutions have played a significant role in the evolution of knowledge society and knowledge economy. University-industry knowledge flows in both directions. Universities are usually considered as knowledge sources, and firms as knowledge recipients. Knowledge transfer has become a source of funding for university research, and a policy tool for economic development, thus mutual dependence between academic institutions and industry is inevitable. Industry grants have the advantage of commercial orientation, applied research orientation, and the ability to utilise human capital to generate more commercially-feasible technologies, and to generate targeted outcome. For sound commercial and economic reasons, companies everywhere are cutting back their corporate laboratories and building collaborative research programmes with universities, through which knowledge is created, shared, amplified, enlarged, and justified in organizational settings. Some of the best documented ways that academic institutions and industry have worked together include setting up of start-up companies, research funding, industry clubs or networking, training partnerships, technical services contracts, patenting/licensing, contract research, joint research, consultancy and training (Julio, et al , 2010; Person & Rosenbaum, 2006; Thune, 2011). Various regulatory and policy formulation bodies have repeatedly advocated and emphasized on the need for strong academia- industry linkages in India. A number of companies in the country have successfully collaborated with academic institutions and have gained in terms of cost efficiency and competitive advantage. These partnerships have significantly increased in recent years due to combination of pressures on both universities and industry. The Study The present paper examines the experiences in knowledge creation and its transfer as a result of collaborative initiatives between industry and academic institutions in India and abroad, explores the industry and academia characteristics and factors which affect the way in which industry-academia collaborations are formed, and outlines their managerial and policy implications for capitalizing academic knowledge in Indian academic institutions. Summary of Findings Universities world over are seen as instruments for knowledge based economic development and change, getting involved in market driven processes, getting more exposed to competition from other producers of knowledge and seen to contribute directly to the creation of new products and services (Bagchi-Sen, 2007; Thune, 2006). Collaborations have indeed brought research universities closer to practitioners and entrepreneurs seeking to commercialize university-based technologies (Pandey, 2014; Landry et al. 2006). Many universities have established technology transfer offices, established business incubators, fostered industrial innovative clusters,

and initiated joint research projects. Collaborations take place in a complex context, involving many closely related activities such as consultancy services, researcher and staff mobility, technology transfer, commercialization, research parks and a host of activities directed towards students. Empirical evidence suggests that knowledge flows interaction through multiple channels, the most frequently recognized being: joint and contract R&D; the mobility of students and academics; networking; information diffusion via journals, reports, conferences, training and consultancy, property rights, incubators, spin offs and creation of new physical facilities (Agrawal, 2001; Chawla & Joshi, 2010; Pandey, 2014). Academic-Industrial collaboration reached its zenith in the US in the Second World War period, after which significant research funding and industrial sponsorship became an established and successful model, leading to the post-war growth and dominance of the US as an 'military-industrial complex' superpower. In UK 'third stream' funding from business and industry has been more attractive to universities in order to fund their operations which is aimed at promoting knowledge transfer from university departments into business and wider industrial communities. In other countries too, the role of third stream funding is becoming more important for funding research and research infrastructure. Academia-industry interface in India, though in dormant and implicit state, existed even before independence in 1947. The journey since then has continued with the establishment of several commissions, committees, councils and institutions. Active collaboration between university and industry in India is however, a new phenomenon and not yet widespread. In India, as this paper would show, university, industry and government have been trying various methods to create an environment for interchange of knowledge and thereby increase productivity and economic growth. The government has emphasised that education and research must be geared to relevance, competence, excellence, entrepreneurship and development. Efforts have also been made by some of the premier institutions in India to provide the seed money to the innovative business plans for implementing the unique ideas in germination stage. The major contribution in the country's economic growth so far has been the start-ups in IT and ITeS sectors. The Indian economy is one amongst many competitors in the global arena, which must strive to take full advantage of its scientific and technological knowledge creation and transfer capabilities. We can go beyond 'Make in India' to research, design, develop, produce and thus truly 'Create in India'. The answer rests on India's key advantage i.e. its 500million youth. By 2016, every 4th skilled worker added globally is expected to be an Indian. Unless the quality issue is addressed, 'Make in India' will yield only low-cost, low-return employment in India. Research needs to be promoted to create new skill sets. This would require significantly higher spending on research from the current \$36 billion (in terms of purchasing- power parity), less than 1% of GDP. To be effective in their new missions, universities need to have extensive, collaborative, professional and academic networks where knowledge management processes are strategically mapped to stimulate knowledge stock, flow and to achieve their strategic objectives.

Reference available upon request

WOMEN WORKERS' COMMITMENT TO WORK AND FAMILY

Submission ID: 667

Submission track: Gender Equity and Women Empowerment

Submission type: Competitive paper (CP)

Abdul Gani, School of Business Studies, Central University of Kashmir, Srinagar J& K, India

Dr Roshan Ara, Department of Education, Government of J&K, India

Extended abstract

The subject of commitment is a key construct in the literature on work-life balance and is of increasing concern among researchers and practitioners. As commitment reflects and shapes personality, all major theories of adult development focus on women's commitments to work and family as key developmental milestones. Research (see e.g. Baruch and Gleed, 2002; Beck and Wilson, 2000; Bielby and Bielby, 1989; Meyer and Allen 1997) has linked work and family commitment to work context, family context and various associated factors. Commitment to work and commitment to family are influential in shaping the work and family lives of working women. Some researchers have argued that equal levels of commitment to work and family roles are not plausible (Bielby and Bielby, 1989; Blair 2003). High levels of work commitment require a complete absorption of time, concentration, and energy so that an equal involvement in other roles is not possible. In contrast, recent work-family theorists have argued that not only is the involvement in multiple roles possible, but that such involvement might also provide benefits for work and family performance. Commentators lament change in commitment to the family and other forms of intimate bonds, and they question whether individuals still seek significant involvement with the institution of the family. Others challenge the presumption that increasing variety in family and household arrangements indicates a declining commitment to the family. Despite a plethora of research on the subject many issues remain uncovered at conceptual and methodological levels which continue to challenge scholars seeking to understand the interrelationships of commitment to work and family. While inferences about decline in commitment to work are often drawn from trends in employment behaviours such as absenteeism, job quits, overtime, and part-time work (Abdulla and Shaw, 1999; Bianchi et al, 2006; Griffin 2003) there is little research on the link between these behavioural changes and subjective attachment to work. The present paper, based on an empirical study of 500 women workers, working at different levels in various types of organisations, seeks to examine the nature and extent of working women's commitment to their work and family spheres followed by a discussion on the relationships between the two types of commitment. It also focuses on the determinants of work and family commitment patterns. The results reveal that a large percentage of working women under study are either not committed to their work or are committed to a very low extent. All the working women under study except those belonging to the media, medical and legal professions exhibited high commitment to their families than to their jobs. The degree of commitment to the family was highest among women belonging to banking, teaching and administrative services and lowest among those belonging to legal, medical and media professions who exhibited more commitment to their jobs. Women with different family role commitment patterns differed in terms of occupational status. A challenge to the promise of work commitment arises when they evaluate the financial rewards of work in contrast with the family commitment demands that women should prioritize, caring for children over time spent at work. Women in this study identify with the broadly shared vision of work and family life that mothers should place children's well-being above all other commitments. Work commitment is no match for family commitment in offering working women a framework for finding self-fulfillment and meaning in their lives. Although a significant number of women under study who identify with the family commitment also find paid work to be morally pleasing, belief in family commitment provides moral and emotional resources. Women's work outside the home leaves many

respondents feel that they are under attack for fulfilling their moral obligation to their children. Women have always been the primary caretaker of their children, and it is understood that women take care of children and that is their first and foremost job. Motherhood remains the standard by which society defines women. The results support the basic position taken by many researchers that work commitment and family commitment are significantly connected. The women with continuous higher family commitments are rated significantly lower on work commitment. Moreover, there is no one-to-one correspondence between work and family domains. These findings do not support conceptualizing work and family commitment orientation as representative of opposite ends of a bipolar continuum. It was also observed that in spite of taking pride and interest in job and home, being women, a majority of working women, realize that their primary role is towards husband, home and children. A dual career woman's strong involvement and commitment to job role is bound to interfere with the whole-hearted and successful performance of her domestic role. It makes sense as a woman is believed to be endowed with invincible and idealized traits of nurturance, forbearance and ability to provide warmth, emotional support and solace. She is expected to make home a livable place; at times at the cost of her emotions, career and health. In case there is a direct conflict between the job and the home role, it is the job role which has to be curtailed while the wife-mother role always predominates. The results reveal that although there are a range of commitment levels, there are only a small proportion of women who are highly committed to both their work and family. The study has uncovered a range of variables related to commitment, including work experiences, social support and extrinsic rewards. Educational levels, nature of job, commitment to work before and after marriage, job satisfaction, age, number and average age of children were also found to be significantly related to the commitment to work and family. The findings support the proposition that having the opportunity to participate in decisions, feeling the support of superiors and family, good feedback on job performance and the needs of the role, all have a strong impact on work commitment, and do so for all types of respondents and at all levels of the hierarchy. We found that other rewards such as autonomy, co-worker and supervisory support, family support, job security, promotional opportunities, and management receptiveness are more important in terms of engaging employee commitment. The analysis highlights the importance of strengthening the support of HRM systems to prompt higher levels of work-family commitment.

Reference available upon request

FACTORS INFLUENCING BUYING DECISION OF READY-TO-EAT PACKED FOOD IN MUMBAI

Submission ID: 675

Submission track: Marketing Management and consumer behavior

Submission type: Presentation Papers (PP)

Poonam Naresh Kakkad, *Nirmala Memorial Foundation College (University of Mumbai), India*

Extended abstract

The Fast Moving Consumer Goods (FMCG) sector is an important driver of the Indian economy. Inclusive growth entails efforts to ensure that India's economic development lifts all boats, which is a national priority of critical eminence. One of the key focuses has been the role of Indian companies in bringing about inclusive growth. FMCG companies are competent enough to effectively tackle the issues of sustainability in the fast-growing economy of India. FMCG are products that sell quickly at a relatively low cost. Though the absolute profit made by them is relatively small, they sell in large quantities, so the cumulative profit on such products can be large. The Fast Moving Consumer products satisfy the day-to-day household needs ranging from packaged foodstuff, dairy products, cooking oil, bread, butter, cereals, beverages like tea and coffee, pharmaceuticals, confectionery, biscuits, glassware, stationery items, watches, toiletries, detergents, shampoos, skin care products toothpaste, energy drinks, soft drinks, clothing, shaving cream, razor, other household accessories and more. Out of these FMCG items, food products account for a major source of sales and revenue from the average consumer. Rapid demographic and socioeconomic changes such as women venturing out for employment and being a part of workforce and increasing multi-ethnicity are fundamental drivers of food-buying and dietary patterns. This has led to the entry of a new Ready to Eat category of food products. India's packaged food retail sales grew at an average of 11.5 percent annually during the past five years, with a compound annual growth rate of 12.93 percent between 2004 and 2009. With the arrival of international packaged fast food outlets in India, the food industry has experienced steady growth and makes a contribution of 9 percent to India's GDP.

The Ready to Eat (RTE) food market in India is currently worth Rs. 130 crore. It is expected to further expand to Rs. 2,900 crore by 2015. In order to reach the maximum number of consumers across categories, the FMCG companies should understand the diversified consumer behaviour with different demographic characteristics that are thriving in Mumbai and accordingly strategise their marketing activities. Objectives of the Study To study the various factors influencing consumers decision to buy Ready to Eat food packets.

To examine if there exist a significant relation between factors observed in the study and the demographic characteristics of consumers like age, education, occupation, family income and gender.

Hypotheses of the Study There is a significant relation between gender and health aspect as a factor influencing the purchase of Ready to Eat food packets. There is a significant relation between age and sensory feeling aspect as a factor influencing the purchase of Ready to Eat food packets. There is a significant relation between education and ease of availability aspect as a factor influencing the purchase of Ready to Eat food packets.

Research Methodology The study design is a sample survey of consumers in Mumbai. Convenient sampling method was used with quota based on occupation of consumers. A total of 500 respondents inclusive of male and female consumers across age, education, income, occupation and family status were investigated for the issue of factors affecting the decision to buy ready to eat food packets. This sample is in no way representative of consumers in the Mumbai. It was aimed to obtain representation of consumers of different age, education, occupation and family status. To gauge the extent of agreement that respondents have for their motives to buy RTE food packets, a 5- point Likert type scale containing 28 items was used. The

overall extent to which the respondents showed they are influenced by the factors related to take decisions to buy RTE foods was computed by adding the scores on all 28 items and dividing them by 28 so that the final score for each respondent ranged between 1 and 5. The scale for measuring the extent of influence on the reason to buy RTE foods was also analyzed using the Principal Component Analysis method with extraction criterion as Minimum Eigen Value =1 and 'Varimax Rotation' to determine the basic motives. Factors showing scores below 0.40 were suppressed. Based on the final rotated component matrix, they were interpreted in the following manner: Factor 1 : Health Aspect Factor 2 : Sensory Feeling Aspect Factor 3 : Value for Money Aspect Factor 4 : Ease of Availability Aspect Also T test, Anova and post hoc tests were employed to test the hypotheses. Rationale of the Study The present study tries to identify factors that influence customers' decision to buy RTE food packets. This study also analyses the buying behaviour of customers for the same. Besides examining factors influencing customers' decision to buy ready-to-eat food packets, the purpose of the study was also to develop RTE food market segmentation in Mumbai. Attitudes and tendencies of customers and their purchase behaviour with respect to RTE foods were evaluated using 500 consumers in Mumbai. The findings reveal the characteristics of the target audience, which can be taken into consideration by the marketers of FMCG products while designing and marketing packaged food products in this case. Findings of the Study The results of the study show that consumers are more positively inclined towards RTE food products, and it is mainly due to the convenience and ease in availability factor which is suiting their changing lifestyle. Four factors were extracted by exploratory factor analysis (health aspect, sensory aspect, ease in availability aspect and value for money aspect) to explain the RTE food consumers' lifestyle tendencies towards food preferences. Of the four factors, ease of availability aspect is the most important factor while health is the least important in influencing the respondents' decision to buy RTE food. Apart the study also reveals that there is a significant relationship between gender and health aspect as a factor influencing RTE food packets.

Reference available upon request

BEYOND RELATIONAL DEMOGRAPHY: THE EFFECT OF DEEP LEVEL DIVERSITY DIMENSION WORKPLACE SPIRITUALITY ON ORGANISATIONAL COMMITMENT

Submission ID: 676

Submission track: Organization behavior

Submission type: Competitive paper (CP)

Nidhi Maheshwari, *Asia Pacific Institute of Management New Delhi, India*

Extended abstract

With the increase of globalization in the world diverse workforce has grown as a trend that organizations cannot afford to ignore. It is well accepted that diversity adds both tangible and intangible value to the organizational performance. Diversity at the workplace is generally emphasized on the demographic characteristics such as age, gender, education, religion, ethnicity, generation or socio-economic status. (Kreitz 2008, Roberson 2006). These visible and obvious characteristics of diversity like age, religion, and ethnicity are the basis of legislations all over the world. Following Jackson and colleagues (1993), for these research purpose we categorized these above mentioned characteristics as surface-level attributes which are generally absolute, almost directly observable and measurable in simple and valid ways (Jackson et al., 1995). But these are not the core constituents of individual distinctiveness. Beyond these visible characteristics, veiled qualities exist which put forward the actual essence of diversity. Few underlying attributes like values, knowledge, and skills are conceptualized. Milliken & Martins and propounded that these characteristics are more "subject to construal and more mutable" than other visible aspects of diversity. One of such characteristics is workplace spirituality. An individual's spirituality is a deep-level artifact which is not as visible as other surface level personal characteristics

(Moore & Casper, 2006). For the current research purpose Spirituality has been defined as "some internal substance" a value, belief, attitude, or emotion that affects people's behavior" (Moore & Casper, 2006). As spirituality is a manifestation of an individual's values, beliefs, and attitudes then it can be adopted as dimension for determining individual difference and further as one of the deep level diversity dimension. Extensive literature review suggests that Workplace spirituality is to some extent unexplored frontier of diversity. Spirituality as a dimension of Individual differences and its effect on organizational commitment has not been found as a research objective in the diversity management field. For the purpose of this research, literature review regarding Deep-Level Diversity, Surface Level Diversity, workplace spirituality, Workplace Spirituality and Individual Differences, Workplace Spirituality and organizational commitment, Diversity and inclusion was done. Further; the literature review suggests that initial surface level demographic categorization changes when deep-level information is acquired (Stangor, Lynch, Duan, & Glass, 1992; Turner, 1987). Similarly research also suggests that deep-level dissimilarity has a negative impact on group cohesion, whereas deep-level similarity has positive impact on group cohesion. (Harrison, Price, and Bell, 1998). As mentioned by Sabharwal, 2014 that only Diversity management insufficient to improve organizational performance and the criticism of Diversity management (where individual differences is solely defined through surface level dimensions) as a mean responsible for generating distinctions rather than seeking absorption and incorporation. Critics elaborate that diversity is linked with some unconstructive work outcomes such as discrimination and biases in recruitment and selection, compensation, promotions, cohesion, and worker handling. To curb the negative aspect of we need to emphasis on inclusion which means leveraging and assimilating diversity into everyday work life. So that individuals feel a sense of belonging towards organization and are enabled to contribute fully. In this regard this paper examined the impact of surface-level (demographic) and deep-level (specifically workplace spirituality)

diversity dimension on organizational commitment. Based on the review, research hypotheses were formulated. It was hypothesized that in the organization the deep level diversity dimension has stronger impact than the effects of surface-level diversity on organizational commitment. For this purpose data was collected from a medium- sized private hospital of Delhi. The total sample contained 412 people. Since age, race/ethnicity, and sex were readily detectable or overt features (Jackson et al., 1995; Milliken & Martins, 1996), we used these three as surface-level variables in this study. The respondents were selected from three different age cohorts namely baby boomers, generation X, generation Y. Similarly, it was also ensured that sample should be representative of the different ethnicity and gender. According to the literature review three main components of workplace spirituality; self-work immersion, interconnectedness and meaning from work, have some level of general acceptance. We used these three components to judge the workplace spirituality of the respondents. Organizational commitment was measured using the Organizational Commitment Questionnaire (OCQ; Porter & Steers, 1979).

Data Analysis suggests that diversity at a deep level has stronger consequences for organization than demographic diversity with reference to organizational commitment. The analysis shows that spirituality is another characteristic of diversity. Further, the research provides supportive evidence of a negative relationship between demographic heterogeneity and organizational commitment. Thus, there is evidence that surface-level diversity and deep-level diversity may affect the constructs of organizational commitment. Research suggest that o abolish the negative outcome of diversity management organization should promote the spiritual dimension rather gender, age racial or cultural.

Reference available upon request

Thrift Stores - a Business Model to reach 'Bottom of Pyramid (BOP)' in developing economies- a case study for India

Submission ID: 680

Submission track: Innovative Business Models to reach the "Bottom of the Pyramid"

Submission type: Competitive paper (CP)

Amanpreet Bajwa, *Humber College, Canada, Canada*

Extended abstract

Introduction The rich are getting richer and the poor are getting poorer. According to a report by World Economic Forum- 'Almost half of the world's wealth is now owned by just one percent of the population (World Economic Forum, 2014) and 'Seven out of ten people live in countries where economic inequality has increased in the last 30 years (Credit Suisse, 2013). Hence the financial sustainability for the under privileged is not just a normal need but a basic survival need in these times of economic disparity and looming uncertainty. While the corporate world grapples with the concept of social responsibility and turns its focus towards inclusion and economic growth, the entrepreneurs and NGOs can play a role in creating a system of distributing pre owned and used merchandise within their community and the society. The concept of thrift stores in many developed countries is an example of one such business model that operates on for-profit and for-community objectives. This paper explores the business model of various US based companies such as Savers Inc, Goodwill Industries, The Salvation Army etc and will delve into the application of this business model for a developing country "" India. **History and the existing business model** The history of 'thrift stores' dates back to 1899 when a charity shop was setup by Wolverhampton Society for the Blind (now called the Beacon Centre for the Blind) to sell goods made by blind people to raise money for the Society (Rohloff, 2010). Red Cross opened more than 200 stores of such nature during the second world war. Since then, thrift shops have become popular mainly in countries such as UK, USA, Australia and Canada. There are over 9000 thrift stores in UK alone (Charity Retail Association, 2014), most of them are run by a charity trust "" Oxfam. Thrift stores are a popular place to buy used goods ranging from household items, clothes, children's toys, furniture etc. They mainly sell used goods donated by members of the public. The staff could either be volunteers and/or employees. The items for sale are obtained for free (donations) hence the items can be sold at very reasonable prices. The business costs remain low; the major costs include purchase and/or depreciation of fixtures (clothing racks, bookshelves, counters, operating costs (maintenance, municipal service fees, electricity, telephone, limited advertising) and the building lease or mortgage.

After costs are paid, all remaining income from the sales is used in accord with the organization's stated charitable purpose (Charity Shop, 2015). **The scope and relevance of thrift stores** The concept of thrift stores is based on societal marketing "" it is a social enterprise with benefits to all the four stakeholders "" buyers, donors, the society and the environment. It represents the flourishing 'Resale Industry'. First Research estimates the resale industry in the U.S. to have annual revenues of approximately \$12 billion (Used Merchandise Stores Industry Profile, 2015). Goodwill Industries alone generated \$3.79 billion in retail sales from more than 2,900 'Not For Profit' resale stores across America in 2013 (Used Merchandise Stores Industry Profile, 2015). According to America's Research Group, a consumer research firm, about 16 - 18% of Americans will shop at a thrift store during a given year (NARTS, 2015). India is not new to resale either. Internet has enabled many NGOs and start-ups to launch stores and websites

selling used goods. 'Ynew', 'AllIndiabazaar', OLX.in, Quikr, Flipkart, Redbus, ibibo etc are just a few examples of mainly websites that consumers can use to buy and sell used products. A recent study by online marketplace, OLX has reported that Indian urban households hoard Rs 56,000 crores (approx \$10 bn US Dollars) worth goods every year (Business Insider India, 2015). Hence, there is definitely a massive market in India for used goods. The objectives The Resale stores that operate as thrift stores in the first world countries use the model of donors to the buyers whereas the resale stores in India mostly act as brokers between the buyers and sellers of the used products. Evidently, there is a big gap in the concept and the type of 'resale' between these countries. A developing country such as India with over 1.2 billion in population, GNI per capita of \$1570 (World Bank, 2015), approximately 1 billion of its population classified as 'Bottom of pyramid' (Unitus Seed Fund, 2015), soaring inflation and a plethora of socioeconomic issues could benefit tremendously from the notion of 'thrift stores'. In the light of the above argument, the paper will aim to achieve the following objectives with relevance to India

- “ The need and relevance of thrift stores
- The most viable business model
- The benefits to various stakeholders
- Possible constraints
- Marketing opportunities

Conclusion The proposed paper ties in to the theme of the conference- “Inclusive Growth & Profits with Purpose: New Management Paradigm”. The paper will explore and find application to the concept of thrift stores and present a business model that is viable and sustainable in terms of revenue generation, community involvement, being environmentally friendly and inclusive to the 'bottom-of-pyramid' societal strata. It reflects the change in the social and economic fabric in both the worlds. Recession-hit first world countries, have witnessed more and more people flocking to pre-used and resold goods whereas the increasing affordability in the developing countries are making the people there more comfortable to parting with their possessions to trade-up to the newer and pricier products. However, there remains the BOP that is yet to experience the boom of consumerism

- “ thrift stores can provide that access and aid in distribution of the hoarded wealth in the developing countries.

Reference available upon request

MANUFACTURING EXPORTS AND JOB CREATION: A CASE STUDY OF MISSISSIPPI, USA

Submission ID: 682

Submission track: Rapid Growth and Poverty Reduction

Submission type: Presentation Papers (PP)

Daniel Assamah, *Kean University, United States*

Chad Miller, *University of Southern Mississippi, United States*

Michael Chattalas, *Kean University, United States*

Extended abstract

There is an on-going policy debate over whether there is a direct connection between growth in manufacturing exports and (domestic) job creation. Although some research found a positive correlation between manufacturing exports and jobs (Coughlin & Cartwright, 1987; Tschetter, 2010; Rasmussen & Johnson, 2012; Johnson & Rasmussen, 2013), our eleven-year quantitative study in the US state of Mississippi revealed a strongly-negative correlation between a rise in manufacturing jobs and job creation. Our paper examines plausible explanations for this (seemingly counter-intuitive) finding, offering public policy implications for emerging economies. Government officials often hail the impact of exports by establishing a positive relationship between exports and jobs. For instance, in the 2010 State of the Union Address, US president Obama announced the National Export Initiative (NEI) with the goal of doubling US export volume while supporting the creation of two million new domestic jobs within five years (Bryson, 2012; Lowery, 2012). In 2008, US exports contributed about 12.7% of gross domestic product and supported over ten million American jobs (Tschetter, 2010). Tschetter (2010) noted that although the US economy experienced sluggish job growth between 2003 and 2008, export-related jobs actually increased by nearly three million during this period. Despite these claims regarding the positive impact of exports on job creation, overall employment in the US manufacturing sector is declining (Robison & Sentz, 2011).

Can increasing U.S. exports create U.S. jobs? The literature remains inconclusive (Ferrantino, Trachtenberg, & Weingarden, 2010; Gandel, 2011; Alden, 2012). Ferrantino et al. (2010) argue that exporting supports employment in the service sector more so than manufacturing. In their US study, between 2002 and 2010, manufacturing exports increased by 56% whereas manufacturing jobs declined by 23%. This disconnect could be because productivity in manufacturing keeps rising due to increased automation leading to falling demand for workers in the sector. Gandel (2011) argued that, increasing manufacturing exports does not have a substantial impact on jobs but may only alleviate the problem of a trade deficit. The impact of exports on jobs, particularly manufacturing jobs, has not been convincingly established. Using the US state of Mississippi as a case, this empirical study over an eleven-year period (2001-2012) examined the direct relationship between manufacturing exports and manufacturing jobs among the twenty-one manufacturing industries under the 3-digit level of the North American Industrial Classification System. The first research question asks, is there any direct relationship between manufacturing exports and manufacturing jobs in Mississippi? A strongly-negative correlation was found (Pearson's $r = -.809$, $p < .001$), indicating a significant linear relationship between the two variables. This means that, from 2001 to 2012, manufacturing exports were associated with a fall in the sector's employment. Though other factors might have contributed to this inverse relationship, this exploratory finding potentially holds significant policy implications for emerging economies who rely on manufacturing exports to produce jobs creation.

Our findings may be particularly relevant to manufacturing exports arising from relatively low-skilled sectors where employment faces a high threat of substitution from automation. To further investigate, our study examined if any of the 21 industry sectors created jobs. The linear correlation revealed that in fact, six of Mississippi's manufacturing sub-sectors (textile mills, apparel, leather and allied product, petroleum and coal products, nonmetallic mineral product

and primary metal manufacturing) exhibited a positive correlation between exports growth and jobs growth. However, when jobs data were lagged by one-year (to account for the supply-chain effect on job creation), only two industry sectors (apparel manufacturing, and petroleum and coal products) demonstrated a strongly-positive relationship between their exports growth and job creation ($r = 0.841$, $p < .001$ and 0.757 , $p < .007$ respectively). Could this positive exception among these two industry sectors be due to a lower threat of substitution by automation? Further investigation is required by replicating the study among other emerging economies. Although this study assessed the relationship between manufacturing exports and manufacturing jobs in the case of one US economy (the state of Mississippi), it holds global policy implications. In an act of ensuring inclusive growth and profits with purpose, both developed and developing economies may have to consider investing in labor skills and talents that cannot be easily substituted by technology. As multinationals compete, we should not forget that the greatest asset of an organization is its human capital (Hitt et al., 2014). As changes in labor demand within the manufacturing industry represent a shift from less-skilled to more-skilled labor (Slaughter & Swagel, 1997), how can policy-makers confront the implications of the conundrum uncovered in our study, whereas growth in manufacturing jobs (assumed to be in lower-skilled and/or more-automated industries) is correlated with an overall job decline? Future studies could explore the implications of our exploratory findings on the experience of other emerging economies who have emphasized manufacturing exports as an engine of growth. For instance, it would be interesting to examine the case of the Chinese economy, as the second-highest host country for FDI inflow in 2013 (Arnett, 2014), and with a significant proportion channeled into manufacturing (57% in 2011): did this translate into more jobs for the people of China and if so, how sustainable is this job-growth over lagged-effects across time? Which trade, economic and social policies should be in-place in order to cultivate a more positive impact of manufacturing export growth and job creation?

Reference available upon request

Reduction of wastage of perishables in the supply chain: The case of an online grocer in India

Submission ID: 688

Submission track: Operations management

Submission type: Case Studies & White Papers (CW)

Jobin Raj, *Amrita School of Business, Amrita Vishwa Vidyapeetham University, Coimbatore, India*
Dr. Sanjay Banerji, *Amrita School of Business, Amrita Vishwa Vidyapeetham University, Coimbatore, India*

Extended abstract

ABC Ltd., an Indian online grocer faces avoidable loss of revenue due to the wastage of perishable goods in their supply chain. They are in an expansion mode across cities in India. It is important to minimize the loss. In this paper, we propose seven possible solutions to reduce the loss. Implementation of the proposed ideas is expected to reduce the loss of revenue and increase customer satisfaction, supported by the use of latest post-technology with an optimum investment. In their paper, Tom Hays, Pinar Keskinocak and Virginia Malcome de Lopez-Strategies and challenges of internet grocery retailing logistics- talk about three alternative business models in online grocery business: pure-play online, brick-and-mortar going online and partnership between brick-and-mortar and pure-play online. Order fulfilment can be done through the mega-warehouse, in-store order fulfilment and hybrid store-warehouse. Also, the order delivery can be attended delivery, unattended delivery, in-store pickup and third party pickup locations. Besides, use of RFID smart tags can facilitate more control over the logistics of the perishable items. In the article, "On the Go: How Mobile Shopping Affects Customer Purchase Behaviour", it shows that the use of mobile in shopping or M-shopping has increased the order rate, i.e., number of orders placed per year. This supports my argument to enable the tracing of delivery van for users along with the provision of changing the delivery option dynamically. In the inspiring paper, "Effects of E-Commerce on Greenhouse Gas Emissions, A Case Study of Grocery Home Delivery in Finland" Hanne (Siikavirta, Mikko Punakivi, Mikko Kärkkäinen and Lassi Linnanen), it is estimated that the maximum theoretical potential of e-grocery home delivery service for reducing the GHG emissions of Finland is roughly 0.3% to 1.3%. According to Michelle Ma of the University of Washington, the service of online grocer would reduce the carbon emissions. In addition to this, working population has benefited from online grocery business. They can spend more time for their personal life instead of spending their leisure time in queues and traffic. During bad weather, consumers can depend on online grocery service providers for convenient service. Other reasons that pull more customers to online grocery service providers are they provide privately labelled products at a better price and quality at the same time providing more profit margin to the business. The real challenge is to maintain quality of items delivered to the customer. A representative of the online service provider has to pick and pack the groceries for customers. At the time of delivery of items, it is expected to have quality which meets the expectations of the customer. It points to the importance of having proper quality check of incoming goods to the warehouse, picking and packing of orders of the customers. In the case of ABC Ltd., they have to make sure that the orders are delivered in the particular time slot preferred by the customer. According to strategic management group of Tata, demand-side challenges are penchant for fresh/home-made and value consciousness, diversity of tastes and preferences and willingness to travel. The supply side challenge is sourcing base and efficiency. Working class women and single office goers are demanding online grocery services. Buyer-supplier relationship is very important for a healthy business. Developing a vendor rating methodology to rate vendors in grocery business requires more effort. Motivating vendors to perform their best is inevitable because it in turn affects customer satisfaction. Customers of ABC Ltd. comes under goal oriented customers according to

Vangelis Souitaris and George Balabanis in their article - Tailoring Online Retail Strategies to Increase Customer Satisfaction and Loyalty. ABC Ltd have been in the online grocery business since the past 4 years. Wastage of perishables in ABC Ltd causes revenue loss. It is primarily due to purchase return of orders from the customers and writing off of perishable items. Writing off of the perishable goods amounts to 2% of the daily sales of fruits and vegetable section.

Purchase returns account for 1% of daily sales of fruits and vegetable section. Considering the turnover value of the business, it is a substantial amount. These two sources were identified as the largest contributors to the loss that are essentially avoidable. Online grocery business operates with thin profit margins. It points to the necessity of squeezing profit out of every possible opportunity. Online grocery business has to deal with the perishable goods, especially fruits and vegetables. It has to reduce the wastage in their supply chain. ABC Ltd is in the late nascent stage of their business. Even a small loss due to perishability of goods and other reasons need to be addressed carefully to ensure sustainable profitability. This study is based on the operations of ABC Ltd in Bangalore. They follow a hub and spoke inventory model. The central warehouse receives goods from all suppliers. It also receives customer orders for consolidation and packing. The orders are picked and packed and transported to hubs at four locations in the city. From the hubs, it would be delivered to the customers in delivery vans as per their preferred delivery windows. The delivery window offered by ABC Ltd. is of two and half hours in duration. The customer can choose any one of the four slots available for delivery. The delivery of the customer order is guaranteed within 3 to 6 hours depending upon the slots chosen by the customer. Each delivery van carries the ordered goods, a delivery boy and the van driver. The Delivery boy acts as the communication link between the customer and the customer service section of the ABC Ltd. The customer has to acknowledge the receipt of orders at the time of delivery. If the order is returned for any reason, it would be sent back to the originating hub. From the hub, these goods are returned back to the central warehouse, when the delivery van returns to pick the orders for the next slot. The returned perishable items spend at least one day in transit, before coming back to the warehouse. As a result, the quality of many items get affected and have to be dumped out later. Purchase return happens mainly due to the absence of customer at the place during the time of delivery and customer perceived quality issues. The customer wants fresh items to be delivered to their doorstep. This was a major challenge, and the online grocery market segment remained untouched for years before ABC Ltd came in. It requires much effort, mistake-proof process design and proper implementation to generate profit out of this opportunity. ABC Ltd. would like to resolve these issues before expanding to other cities. Studies revealed that the important reasons for write-off of the items are low shelf life of the items, inherent challenges in handling the leafy items and handling damages. Absence of the customer at the place of delivery accounted for more than 50% of the purchase returns. In this paper, we propose some possible solutions to these problems. They are:

- Transfer leafy items in crates from vendors

- Enable tracking of the delivery van by the customer

- Consider precise (10 " 15 minutes) delivery notification using SMS

- Facilitate alternative delivery options

- Allow customer an option for delivery to a neighbour

- Vendor incentives

Allow customer to modify delivery options dynamically

Following sections in the paper discusses in detail about the problems faced by the online grocery retailer and possible solutions to rectify it. ABC Ltd., an Indian online grocer faces avoidable loss of revenue due to the wastage of perishable goods in their supply chain. They are in an expansion mode across cities in India. It is important to minimize the loss. In this paper, we propose seven possible solutions to reduce the loss. Implementation of the proposed ideas is expected to reduce the loss of revenue and increase customer satisfaction, supported by the use of latest post-technology with an optimum investment.

Reference available upon request

Role of Service Quality to meet the Patient Expectations in Private Hospitals in India

Submission ID: 692

Submission track: Access to Educational Services & Health Services

Submission type: Presentation Papers (PP)

Varsha Agarwal, *PhD Research Scholar, Christ University, Bangalore, India*

K. G. Jose, *Director Rajagiri Business School, Kochi, India*

Ganesh L., *Associate Professor, Institute of Management, Christ University, Bangalore, India*

Extended abstract

Healthcare industry is trying to cope with the existing pressures and changes such as changes in demographics, population ageing, new emerging treatments as well as technologies and focusing on increased demand of greater quality of service to stay in the competition. Patient satisfaction is also one important criterion on which health organization are dependent to stay in the competition. Patient's satisfaction is generated with the help of combination of responsiveness as well as continuous improvement. Responsiveness should be towards views of patients and their needs. Also continuous improvement is needed in health care services and relationship of doctor and patients. Determining the factors responsible for patient satisfaction is an important topic for the interest of healthcare providers. It will help the healthcare providers to understand what is the perception of patients towards the quality of care and what do they value. Also these healthcare providers will be able to find when, where and how they can make changes in services provides and what improvements can be made in future to improve the quality of care. Healthcare is among the largest sectors of India in terms of revenue involved and employment opportunities. Also this sector is rising very rapidly. Quality can be described as the ability to meet or exceed the customer expectations. This definition shows the change of thinking from earlier perspective, as earlier definition of quality was defined as producers driven and now it has become customer driven. It has become crucial to measure the service quality in healthcare organization because the increased level of competition is forcing them to become more focused towards the market. In the healthcare industry most of the healthcare service providers propose similar kind of services but they vary in the level of service quality delivery. This research study focuses on the fact that a patient's satisfaction depends on cumulative impact of satisfaction and other related facts of the hospital like functional and technical, infrastructure, atmosphere and interaction variables. In this study different constructs has been covered under the five dimensions for measuring patients' expectations as well as satisfaction. On the basis of these variables this study has been conducted and with these constructs a structural equation model has been developed for evaluation of service quality in the private hospitals in India. This research study is an attempt to contribute to the available studies in the health care quality by designing a structural equation model for service quality in private hospitals in India. This study explores the information about the patients (customers) and focuses on understanding the patient satisfaction and factors behind it. This study also covers the issues in measurement of healthcare quality and current medical practices. This study was conducted to understand the patient's perception about the quality of services provided in the Private Hospitals in India. This study investigates the quality of doctors, staff members, cleanliness, nurses, pharmacy services, hygiene conditions, lab facilities and other emotional aspects of the provided services and explores patient's views on these in Private Hospitals in India. This information is used to generate a persuasive approach for correlating patient satisfaction with service quality. In this study five dimensions of service quality (empathy, tangible, responsiveness, assurance and timeliness) in private hospitals of India has been covered. To achieve the research objectives a closed ended questionnaire was administered as a survey instrument in this study. A total of 380 questionnaires were given to the higher level officers or employees who are working in various organizations and using various

healthcare services including consultation as well as inpatient services from the best private hospitals in India. This questionnaire consisted total 22 items which represented five dimensions of service quality which includes empathy, tangible, responsiveness, assurance and timeliness. A five point scale was used in the questionnaire to obtain the responses and results. In total 340 questionnaires were returned back. For measuring the service quality in the private hospitals data was analysed using SPSS and AMOS. In this study healthcare service quality has been evaluated by the patients of the private hospitals. The patients of the private hospitals found good as well as bad issues in the service quality provided. Patients felt more comfortable with physicians in comparison with nurses. Findings of this study shows that doctors have genuine concerns for patients. Doctors as well as nurses pay attention to provide care to patients. Cleanliness, availability of lab, hygienic conditions, pharmacy facilities and hospital environment have a positive impact on the service quality. Doctors' and staff qualifications and their expertness in the field, well equipped labs and producing exact results have a positive impact on service quality. Patient observations on the basis of appointments, on time handling of reports, availability of doctors in promised time also have a positive impact on service quality. Efficient response to the calls of patients, willingness to facilitate and help the patients with getting feedback also have a positive impact on service quality. All the above findings of the study indicates that service quality provided in private hospitals in India is meeting patient's expectations. Private hospitals are putting maximum efforts for providing comforts to patients. The results of this study can be used by other private hospitals also in India for redesigning and improving the process of quality management. Also they can decide future course of action for developing more effective and efficient quality health care strategies in their hospitals. Finding of the study also indicate that patients' attitude is changing towards healthcare. Same time they are becoming more concerned and aware. Now a days patients are demanding quality health care services. This study only covers satisfaction of patients of private hospitals. Further study can be conducted to cover other private and public hospitals for checking quality of healthcare. Also other aspects like non clinical and emotional aspects can be covered for maintain patient loyalty and retention in further studies.

Reference available upon request

EXAMINING THE STATE LEVEL DISPARITIES IN HEALTH, EDUCATION AND INFRASTRUCTURE: IS INDIA ON THE PATH OF INCLUSIVE GROWTH

Submission ID: 693

Submission track: Economics

Submission type: Competitive paper (CP)

Varun Chotia, *Research Scholar Department of Economics and Finance Birla Institute of Technology and Science (BITS PILANI), Pilani Campus Pilani, Rajasthan, India*
N V Muralidhar Rao, *Professor, Department of Economics and Finance Birla Institute of Technology and Science (BITS PILANI), Pilani Campus Pilani, Rajasthan, India*

Extended abstract

The paradigm of inclusive growth and sustainable economic development in India has evolved in many ways during the past decade or so. The policy makers of various countries across the world including India have conveyed their concern that benefits from the economic development are not passed on to various sections of society and still there exists wide disparities which hamper the equal distribution. Inclusive growth has attained importance with this ever increasing pace of economic world and it is just not limited to including the excluded sections of society or providing them with employment or any other source of income. It is expected that government ensures equal opportunity of access and utilization to all the publically provided services to citizens of nation. Equity is a concomitant objective, which has to be ensured if inclusive growth and sustainable development have to take place that too in a time bound manner. Taking into account these issues, the need for inclusive development especially the issue of removing the disparities existing among India and its different states must be understood from a development frame in the modern context. India is a highly diverse economy with its society in a transition phase where disparities in the social and economic outcomes across Indian states are expected. Accessibility of every citizen to literacy, education and skills, health and longevity, food consumption and nutrition, employment, housing, financial markets etc. must be made by the government by allocating substantial resources to each of the important sectors like health, education and infrastructure etc. Yet services across these sectors are uneven and often with unacceptably large disparities which poses a challenge to the foremost objective of achieving Inclusive growth. India's economic growth has increased at an impressive rate over the past two decades which has transformed the economy into a competitive force. However, making this economic growth more inclusive and addressing the major challenge of poverty still remains a concern. This requires persistent investment in people itself and therefore in major sectors of health, education and infrastructure. Inclusive growth propagates the growth of an economy and ultimately results in reducing poverty and creating different types of employment opportunities, making access to essential and primitive services of health and education especially for the excluded sections of society and improving the infrastructure levels of country which culminates into further economic development. All the major institutions, organizations, regulations and overall economic governance must become accustomed to sustain and fuel the economic transformation which India requires to concentrate on its social and economic challenges. The bottlenecks that are beckoning down on India's inclusive growth will have to be addressed to be able to continue its surge towards becoming a major world power. Therefore, the central fact is established that for increasing welfare and the well being of citizens of India, the economic growth must be inclusive as well as sustainable i.e. incorporate the major and crucial dimensions of "Health, Education, Infrastructure". Due to all these issues discussed above in terms of inclusive growth, the comparative performance of individual states has become one of most important areas of research. Given the already existing and well distributed regional disparities in India, a study of

Indian states becomes all the more important if the sum of all these states i.e. the country is to go on the path of economic development and that too in an inclusive and balanced way.

While we can compare Indian states on the basis of numerous criteria, in our study we will be doing the comparison in terms of three major sectors “ health, education and infrastructure. Economic development of a nation heavily relies on the accessibility and with what ease the public can avail the facilities provided in these three major sectors i.e Health, Education and Infrastructure. Health facilities comprise of medical care, nutrition and water supply whereas Education pertains to quality of educational institutes, Literacy rate etc. Health and Education play an instrumental role in achieving significant improvements in human development and ultimately speeding up the economic development process. Among the infrastructural facilities development of Physical Infrastructure sectors such as power, irrigation and transport is required at the foremost. Therefore, the three basic indispensable choices for human beings are - to live a long and healthy life through Health sector, to attain good knowledge from the Education sector and have access to the resources required for a decent standard of living via Infrastructure sector. If these choices are not obtainable, a very upsetting and alarming trend of socio-economic disparities is observed which consequently results in making certain sections of society excluded and hampering inclusive growth agenda. Through this research paper, we will aim to analyze the disparities among 21 major Indian States across three critical sectors “ health, education and infrastructure and in turn analyze the fact that has India been able to achieve inclusive growth till late. Using the Principal Component Analysis technique, individual indices will be calculated for health, education and infrastructure sectors. Using these individual indices, a composite index of development will be calculated and subsequently states will be ranked based on their overall index. This composite index will help us in analyzing how disparities exist among various states. Further in our research, we will filter the analysis by evaluating the effect of per capita consumption and per capita net state domestic product through measures of resource utilization and per capita income. This will help us in observing how the consumption and income levels correspond to overall constructed index values of states and whether the growth in sectors of health, education and infrastructure is actually getting transferred or not. These conclusions will help policy makers to work towards removing the existing disparities and focus upon the overall agenda of achieving inclusive growth.

Reference available upon request

Does innovation influence company performance in the Asian airline industry? An empirical research

Submission ID: 699

Submission track: Finance and accounting

Submission type: Competitive paper (CP)

Jayalakshmy Ramachandran, *Nottingham University Business School, The University of Nottingham, Jalan Broga, Seminyih 43500 Selangor, Malaysia*

Nicholas Lorenzo Sim, *Nottingham University Business School, The University of Nottingham in Malaysia, Jalan Broga, 43500 Seminyih, Selangor, Malaysia*

Extended abstract

Tourism has accounted for 30% of world's total export in services and 45% in developing countries thus playing an important role in developing countries. Tourism industry over the past decade has become the standout success story of Asia's economy (Hopper, 2005; Hummels, 2007; Wilson, 2013). Apart from contributions to the gross domestic product, it also contributes to the household income and government revenues through multiplier effects and balance of payments (Sloman and Hinde, 2007). Direct multiplier effect comes from tourist spending through hospitality industry and/or airline industry. The emergence of budget airlines has made travelling affordable to all sections of the society while also increasing the competitive tendency in Asia. This has driven the airline companies to significantly invest both monetary and non-monetary resources in innovation, thereby differentiating their products and services, sustaining competitive edge and improving performance of the companies (Damanpour et. al. 2009; Varis and Littunen, 2010; Ruiz-Jeminez and Fuestas-Fuestas, 2012). Innovation is defined as the transformation of knowledge, regarding noteworthy changes that are known to the business, into new products or services to be brought into the market (Damanpour, 1991). In addition, Gumus et. al. (2013) also mentioned that the act of inventing is a pre-requisite to innovation. The act of inventing starts with an idea of developing either a new product or a service or any procedure. It is then allocated the necessary resources for its implementation and when successfully implemented, would be considered as an innovative product/service. Innovation is critical in gaining and sustaining competitive advantage in the market place although airlines industries strive to innovate their services making them less homogeneous (Airline Trends, 2012; gumus et. al. 2013). Prior studies on innovation and impact on company performance, in manufacturing and services sectors, have reported both positive and negative relationships or in some studies no relationships (Hassan et. al. 2013; Rosli and Sidek, 2013; Qiao et. al. 2014; Oke et. al. 2007; Lofsten, 2014; Santos et.al. 2014). However, there are limited evidences on the impact of innovation on company performance within the airline industry in Asia. Trend shows that most budget airlines are trying their best to bring innovations into their service by investing huge amounts in trying to identify niche in the market. Yet, the positive outcomes seldom seem to arise from such innovation, mostly leading to increase in agency costs and loss to the shareholders. The costs of innovation are perceived to be detrimental to the shareholders' value maximisation theory leading to higher agency cost. While the Shareholder value maximisation theory explains that firms' action lead to maximisation of shareholder value, the agency theory lays down the trade-off between "the cost of measuring behaviour and the cost of measuring outcomes and transferring risk to the agent" (Friedman, 1970; margolis and Walsh, 2003; Eisenhardt, 1999, p.61). Considering the volume of investment in innovation, this research paper aims to examine the benefits of these investments and its impact on company performance. The objective of this paper is, therefore, to examine the relationship between innovation and the performance of airline companies in Asia. This research paper uses profit margin, return on capital employed (ROCE) and return on assets (ROA) which represent the profitability, shareholders' wealth and efficiency of company respectively to measure company

performance. The sample for this paper covers sixteen airline companies for the ten years from 2004-2013 giving us one hundred and fifty four annual reports excluding the ones which were not available to view. The companies include Aeroflot russian airlines, ANA All Nippon Airways, Cathay Pacific Airways, China Southern Airlines, Cyprus Airways, Eva Air, Garuda Indonesia, Hainan Airlines, Japan Airlines, Korean Air, Malaysian Airline System Berhad, Oman Air, Pakistan International Airlines, Singapore Airlines, Thai International Airways and Turkish Airlines. The ten year period covered effects of preglobal financial crisis, crisis period and post global crisis. We developed three hypotheses and used multiple regression analysis to deliberate our findings. Results indicated that innovations affect company performance in terms of profitability and efficiency while it also supports that innovations do not contribute to shareholders' wealth maximisation. This is interesting since there seems to be a possibility of increased agency costs when companies innovate. Additionally, the low r-square values indicate that company performance was affected largely by other external factors. this was in line with the criticisms brought up against the linear model of innovation. Besides, the priority for any business is to maximise shareholders' wealth as stipulated by shareholders' value theory. However, evidence suggests that managers are more inclined towards self development by portraying higher profits and efficiency projecting a presence of strong management team. Although, we agree with majority of the past literatures that innovations have a positive impact on company performance, we indicate that innovations must be carried out with caution so as to meet shareholders' value theory, agency theory and understanding of linear model of innovation. On practical side, we contribute by suggesting that airlines industry in Asia must spend cautiously on innovation which will help to improve overall performance and sustain competitive edge in the industry. Besides, this research would also have implications on current policies. Countries which operate multiple airline companies must consider merging the companies to avoid losses and repetition of innovative strategies. This would reduce internal competition and promote optimal utilisation of resources. The main limitation of this paper is that we have not considered external factors. Secondly, r-square values are very low although they are in line with previous studies, implying that company performance is affected mainly by other external factors which were not taken into account. thirdly, the number of proxies used to measure innovation was high since there is no appropriate way to measure innovation. Although the proxies are generally accepted measures of innovation, it will not take into account the innovation aspect in totality. Lastly, sampling errors could be present due to the small portion of the population that was used to carry out this research

Reference available upon request

What's in a name? Reviewing the Genesis of CSR

Submission ID: 735

Submission track: Corporate Sustainability

Submission type: Competitive paper (CP)

Rajiv Nair, *Amrita School of Business, Amrita VishwaVidyapeetham, University, India*
Amalendu Jyotishi, *Amrita School of Business, Amrita VishwaVidyapeetham, University, India*

Extended abstract

Introduction: Despite having been part of management literature and thought for almost six decades, Corporate Social Responsibility (CSR) remains, effectively, a concept sans a comprehensive definition (Carroll 1999, Votaw 1973, Visser 2011).

Its definitions have been influenced, variously, by corporate and social culture, geographic location, industry norms, commercial norms and political expediency, to name a few factors and consequently, descriptions of activities that conform to contextual perspectives of CSR have been offered as definitions.

This ambiguity has led, not only to inconsistencies in reporting on CSR but has also added to the confusion surrounding the understanding of the concept. **Motivation:** That corporations have an obligation towards the well-being of the environment they operate in is widely accepted but what it is that they ought to ideally do to ensure this well-being and how those actions should be monitored and reported upon remains largely unexplained resultant the malleability of defining CSR.

The strategic importance of CSR and the benefits of aligning it to business strategy have been the topic of numerous discourses.

In that same vein, it has been acknowledged that disclosure of CSR is paramount if its benefits (represented by reputational advantages, higher share prices and/or turnover, increased sophistication in its managerial competencies) (Dhaliwal, Zhen, Tsang, & Yang 2011, Ghoul, Guedhami, Kwok, & Mishra 2011, Kim, Park, & Wier 2012) are to be fully experienced by the firm.

Here again, the lack of a definition limits the effectiveness of such reports and significantly hampers comparability between organizations. Attempts at standardizing reports (example, Global Reporting Initiative - GRI) have also met with limited success due to the context specific nature of the concept “ in the case of GRI it has led to a burgeoning of formats and reporting parameters rendering it near unmanageable by the average firm.

This paper aims to resolve the extant difficulties explicated above by suggesting an alternative construct of the CSR concept, facilitating effective implementation and trans-frontier comparisons. **Research gap:** The growing relevance and importance of the CSR is evident in the growing numbers of its purveyors. CSR is no longer the prerogative obligation of big corporations alone, it is expected from medium sized firms as well.

The discourse has moved away from shareholder wealth optimization to stakeholder value maximization.

If a concept is as widely accepted as CSR is and, by implication, is also acknowledged as a sound one with commercial implications, and yet confounds attempts at defining, it is perhaps likely that it has been called a wrong name and consequently has been perceived differently than it should be. Additionally, the tenets of Section 135 of the Companies Act 2013, prescribe a calculus modus and define the ambit of CSR activities while not elaborating extensively on reporting formats or providing guidelines for activity selection. The existing literature largely studies CSR in its most popular

composite, defined as corporate social performance (CSP), and only a few segregate it into its constituents such as CSR disclosure and CSR ratings.

The current study extends this by introducing the SRSI construct to facilitate comparable reporting and reduce asymmetrical information complications in investor decisions. Methodology: The discussions in this paper have been informed through literature review, not restricted to academic journals but also inclusive of books, newspapers and electronic print media. The current work maintains that the inability to concur on a definition of CSR is traced to its origins, specifically, absent the effective bifurcation of the conceptual and operational constructs resultant reluctance in acceptance and implementation consequent inability to explicate traditionally comprehensible benefits. Recommendations: While recognizing the need to persist with the efforts at defining CSR, this narrative acknowledges that the search may not come to a successful culmination with a single all-encompassing definition.

The paper therefore suggests that a different construct dividing the issue into the conceptual (CSR) and the operational (Socially Responsible Sustainable Investment - SRSI) is perhaps the way forward.

The case for such a dichotomy is demonstrated by illuminating the alignment of the operational arm, SRSI, with extant commercial ideas such as arm-length transactions and return on investment rendering an easier comprehension of the concept, achieving commonality of accepted definitions and resulting in comparable reporting facilitating investor judgement resultant a reduction in information opacity and asymmetry about a firms social performance record.

The conceptual arm of the construct, CSR, would continue to be situated in the prevalent discourses furthering the efforts to suitably define what Votaw (1973) succinctly stated as meaning different things to different people.

In light of the recent CSR legislation in India with its immense implications, ambiguity of the concept that is being legislated upon requires to be minimized to the extent possible.

The dichotomy presented in this paper addresses both the spirit and the prescriptive letter of that legislation. Implications and further research: This narrative contributes to praxis directly through SRSI, the adoption of which should facilitate the strategic choices made by the CSR board members by providing them with an academic underpinning justifying their choices.

It also allows the firm to pursue its primary commercial objectives while meeting its social obligations through the establishment of a separate unit with its own commercial goals (as permitted under the Companies Act, 2013).

The suggested dichotomy, while enabling improved clarity on a currently ambiguous issue also exposes the literature to unanswered aspects arising from the duality of the proposed construct, such as the fiduciary and reporting relationship between originating firm and SRSI unit, the independence of the ethos of the SRSI unit, the role of NGO partnerships consequent the establishment of SRSI unit (assuming a separate unit is established as opposed to the SRSI being conducted by the firm itself).

Reference available upon request

HYBRIDIZATION IS INEVITABLE IN INDIAN AVIATION INDUSTRY

Submission ID: 736

Submission track: Sustainability and risk management

Submission type: Presentation Papers (PP)

Ganesan Rajesh, *Hindustan University, India*

Ashok Babu J, *Hindustan University, India*

Extended abstract

Introduction Low-cost carrier growth rate around the world has increased significantly during the past few years, exclusively in Asia / Pacific and Europe countries. Many of these airline carriers are adopting a hybrid model to healthier compete with each other and network carriers. In the past few years worldwide the airline industry has reformed enormously. Since the middle of the 90s, new types of carriers like low fare carriers have developed on different markets. Moreover, we have seen an increasing number of mergers, take-overs, and different types of alliances, also across business models. The civil aviation industry in India has entered into a new age of expansion driven by factors such as low-cost carriers (LCC), modern airports, foreign direct investments (FDI) in national carriers, cutting edge information technology (IT) interventions and a growing emphasis on regional connectivity. The most significant development in the Indian domestic market is the increasing dominance of the low-cost carrier model, which has modernized the aviation industry by extending the choice of the air transport to customers at the lowest costs. Also, LCCs have driven the growth of aviation through the introduction of regional routes and periodic discount offers, thus accounting for huge benefits to the Indian aviation sector. This caused many traditional full service Airlines (FSAs) to restructure and streamline their products, harmonize their fleets, tighten their processes, having discovered the internet as a sales channel and slash their prices significantly to attract the cost-conscious passengers. Customers' needs are evolving and varying over time. Successful airlines are those which can adjust their business models and strategies according to the prevailing market conditions. Hence, the LCCs enriched their business models and strategies in order to retain their leading position in the Indian aviation market by the launching of hybrid business model.

Purpose The main purpose of this paper is to analyze about the Hybridization is inevitable in the Indian aviation industry, which combines the cost effective procedures of a low cost airline with the facility, manageability and path construction of full-service airlines, thus amalgamating the best features of both LCCs and FSAs. The criteria that should be met by an airline to be considered as hybrid airline are homogeneous aircraft fleet consisting of one type of aircraft, the usage of secondary airports (over 50% of airports should be secondary), point to point, no code sharing, one way tariff per flight, one class in the cabin and no extra service on board. This paper mainly encompasses the merits of the hybrid business models over the traditional business models, the schemes handled to enhance their operational cost and the challenges faced by the LCAs in adapting to a hybrid airline business model to retain its dominance in the Indian aviation scenario. **Methods** In the Indian market, both LCCs and FSAs operate from the same airports, and the Indian passengers could not differentiate between an LCC and an FSA in economy class, thus making India's domestic market a low fares market. India's full service carriers, Air India and Jet airways do not have a vibrant stratagem for their domestic business models. Hybridization in the Indian perspective will therefore demand that Air India and Jet airways adopt elements of a low cost airline business model in order to establish a more competitive cost structure and drive profitability.

This would be achieved by providing services such as premium cabins, through check-in, interline capability, code sharing and GDS distribution which are important for both the corporate and offshore markets. On the other hand, India's LCCs are also moving towards a hybrid model by offering more features of a full service carrier on a user-pays basis. LCC reliability, on-time performance, consistency, ground product and cabin crew service standards, particularly on IndiGo, are at par with or even better than FSCs. Unbundling is a technique which offers additional but optional services. This gives a greater choice of the travel experience for the passengers and added revenue for the Indian LCCs.

Indian LCCs try to achieve a significant share of the corporate market, which is evident from IndiGo and GoAir airlines, both of which are moving towards a hybrid model though their themes and definitions of a hybrid model may differ. IndiGo airline introduces unbundled products that enable it to offer more of the features of a full service airline and generate ancillary revenue without changing the underlying business model. This includes lounge access, priority boarding, customized meals and loyalty programme membership, all on a user-pays basis. Thus, rather than a hybrid airline, IndiGo appears to be a "corporate LCC". GoAir on the other hand, makes a firm push towards hybridization by including membership of an alliance, GDS distribution, code sharing and the introduction of a separate premium economy or lite business class cabin. This challenging strategy which involves repositioning of the airline's market proposition makes the carrier more attractive to foreign airline investors.

Conclusion

Thus, hybridization of Indian airlines may create space for an ultra-low cost carrier. If Air India, Jet, IndiGo and GoAir were all to pursue hybridization strategies in different ways, this may pave way for the creation of an ultra-low cost carrier, such as AirAsia India, which may change the current operating environment in India's domestic market. In future, more carriers will choose a hybrid business model strategy which will gain more popularity in the Indian aviation industry and lure more passengers. Thus, hybridization could transform India's current position in global aviation market as it creates a way for globally competitive low cost and full service carriers which can influence the country's advantageous geography. Also this study can be extending to cargo airlines, charter airlines and others. In the Indian market, both LCCs and FSAs operate from the same airports, and thus the Indian passengers could not differentiate between an LCC and an FSA in economy class. India's full service carriers, Air India and Jet airways do not have a vibrant stratagem for their domestic business models. Hence, FSAs must hybridize to slash their cost structures to adopt elements of a low cost airline business model in order to establish a more competitive cost structure and drive profitability. On the other hand, Indian LCCs try to achieve a significant share of the corporate market, which is evident from IndiGo and GoAir airlines, both of which are moving towards a hybrid model though their themes and definitions of a hybrid model may differ. IndiGo airline introduces unbundled products that enable it to offer more of the features of a full service airline and generate ancillary revenue without changing the underlying business model. This includes lounge access, priority boarding, customized meals and loyalty programme membership, all on a user-pays basis. Thus, rather than a hybrid airline, IndiGo appears to be a "corporate LCC". GoAir on the other hand is expected to make a determined push towards a deeper form of hybridization which may include participation in an alliance, code sharing and the introduction of a separate premium economy or lite business class cabin. This is a more challenging strategy than unbundling because it involves fundamental changes to the business model and a repositioning of the airline's market proposition.

Reference available upon request

Tata Power's 'Greenolution': Sensitizing Employees on Environment Conservation

Submission ID: 759

Submission track: Environmental Sustainability

Submission type: Case Studies & White Papers (CW)

Sanjay Verma, *Indian Institute of Management, Ahmedabad, India*

Shubhi Thakuria, *Research Associate at Indian Institute of Management, Ahmedabad, India*

Extended abstract

The case-study is a part of knowledge base being developed to study various environmental sustainability initiatives by corporates and their impact on society. Different stakeholders of the project in Tata Power were interviewed to get the holistic view of the project along with the comprehensive analysis of data provided by the company. Tata Power was a leading integrated power production company in India. The premise of Tata Power's establishment in 1915 was to provide clean energy to the city of Mumbai with minimal impact on the environment. (Tata Power Limited) Since inception, Tata Power scouted for clean sources of power, focused on building a robust renewable energy portfolio invested and implemented in eco-friendly technologies. In 2015, at the time of writing the case study, after a centenary of existence, Tata Power had spread its footprints across the country and overseas. The company had marked its presence in various segments of the power sector namely fuel & logistics, generation, transmission, distribution, and trading. Moving on the trajectory of 'responsible growth', the company remained committed to its core value 'Sustainability' and 'Leadership with Care' along with the ambitious growth plans. The quest to deliver clean energy prompted Tata Power to start several initiatives across interface points for the environment, the society, and for the customers. By early 2011, various sustainability programs at Tata Power, mainly focusing on external stakeholders took firm roots. Still, the senior leadership of Tata Power apprehended a gap in its sustainability programs. They questioned themselves the relevance of asking external stakeholders to conserve energy and embrace green-living when they themselves were not doing anything substantial internally. (Singh, 2015) The senior leadership of Tata power envisioned to create a platform to motivate employees for the environment & resource conservation, including improvement initiatives in the area of waste reduction, energy conservation, and natural resource conservation. It led to the inception of 'Greenolution'. Tata Power conceptualized 'Greenolution' was as a way of life to which every individual in the organization pledged to ensure a greener and sustainable planet. 'Green' and 'Evolution,' together comprised the inspiration that green is the only way to evolve.

The objective of Greenolution was to traverse the sustainability journey of the organization by 'making the green living, the way of life'. (Greenolution)

Through the initiative, Tata Power deliberated to put efforts, practices and programs that infused the belief of sustainability as a movement in the organization. The initiative was flagged off in early

2012 with Tata Power employees as its flag bearers. Tata Power listed nine categories in which various 'Greenolution' activities could be practiced. The focus was to cover all the areas of resource conservation where the impact could be measured to ensure the initiative is meaningful.

A large number of engagement initiatives were designed for the promotion of 'Greenolution' including customized mailers, intranet, social media, website, newsletter, and a blog.

Employees

conducted various activities, campaigns, drives, and sessions under the key themes.

The proceedings under 'Greenolution' were implemented through 'Greenolution Plan' and 'Green Hero' concept. The former was a catalog that listed yearly timeline along which various green initiatives were carried out via poster campaigns, on ground activities, social media activities, or social media. The later was a pull mechanism where employees were encouraged to take green initiatives. Tata Power employees who showcased exemplary contribution for the initiative were titled as 'Green Heroes'. They acted as a catalyst led by example and were rewarded for their contribution directly by the senior leadership of Tata Power. The initiative has evolved from 146 Green Heroes in 2012 to 600 Green Heroes in 2015 and from 37 Green initiatives in 2012 to 184 Green initiatives in 2015 under nine categories. (Mohanty, 2015) Apart from generating awareness on environment, over the last three years, 'Greenolution' has become a key brand differentiator for Tata Power. It won several prestigious recognitions including Gold trophy in the Environment Communication category of the Association of Business Communicators (ABCI)

awardin 2015. 'Green Innovations' turned out to be a fortuitous outcome of the initiative. Under which various regional, national and international best practices in the field of resource and

energy conservation were identified and implemented by Tata Power employees across its different sites. The case study outlines the inception, implementation and evolution of 'Greenolution' as

a green moment at Tata Power. The management, scalability, sustainability and other challenges faced by the program are debated. At the time of writing case in 2015, even after the three successful years of implementation, as the program is maturing it continues to face several issues, the case study outlines them for discussion. Furthermore, the case study critically discusses the relevance of current key performance indicators and debates the need to move from input based parameters to output and outcome based parameters. As the initiative had matured, Tata Power envisioned to broad base 'Greenolution' to other stakeholders of the company and other corporates. The company also wanted to initiate a process whereby existing and new innovative green initiatives could be adopted as a standard practice across various Tata Power sites and subsidiaries. (Singh, 2015) Moreover, startled by the success of 'Greenolution', TQMS-

a division of Tata Sons dealing with the task of collaborating best practices of all Tata group companies intends to replicate the program in other Tata group companies.

The case reviews all such prospective and discussed the rationale to go forward or not. Resource and energy conservation is today's need. We consider such initiatives should be endeavored

by every single organization to ensure a sustainable planet. Tata Power conceptualized the program relevant to their area of expertise and excellence. The other organizations can undertake such sustainability initiatives, according to their expertise. The case explores the feasibility of such programs to be taken by corporates.

Reference available upon request

Employee Voice as a Moderator between the constructs HR Practices, Commitment-to-change and Successful Change: Validation through Moderated Structured Equation Modeling

Submission ID: 773

Submission track: Human Strategic management

Submission type: Competitive paper (CP)

Rohini Sharma, *Post Doctoral Fellow School of Management National Institute of Technology Rourkela, India*

Chandan Kumar Sahoo, *Associate Professor School of Management National Institute of Technology Rourkela, India*

Rama Krishna Gupta Potnuru, *Doctoral Scholar School of Management National Institute of Technology Rourkela, India*

Sambodha Jena, *Doctoral Scholar School of Management National Institute of Technology Rourkela, India*

Extended abstract

If we look at the Indian perspective, the business organizations are undergoing widespread structural changes as a result of liberalization, privatization and globalization (LPG) since early 1990s (Jawa, 2009). What's more, the trend does not appear to be abating. But, whatever be the reason of change, it affects the cultural, structural and psychological environment of the organization.

Also, near about 70% of the change programmes fails (Kotter, 1996; Hammer & Champny, 1993; Higgs & Rowland, 2011) and one of the reasons for unsuccessful change interventions is that the human side is accounted for in a token or an instrumental way (Schneider & Goldwasser, 1998). Hence, the present study has taken the case of an Indian PSU to add to the existing change management literature in Indian context by exploring some important antecedents of managing people side of change. Although, topical research investigations have examined relations between HR practices and commitment-to-change (Herscovitch & Meyer, 2002; Boselie, Dietz, & Boon, 2005); employee voice and commitment-to-change (Van Dyne & LePine, 1998; LePine & Van Dyne, 2001); HR practices and successful change (Schneider & Goldwasser, 1998); and employee voice and successful change (Axelrod, 2001; Axelrod, 2002), but the existing literatures has yet to investigate holistically their inter-relationships and the moderating role of employee voice in relation between HR practices and commitment-to-change, and HR practices and successful change. Moreover, through extant literature review, we came to the conclusion that in-depth research on these related topics in Indian context is yet to be undertaken. To fill this identified gap, this study has attempted to answer the following research questions: (1) Does HR practices elude commitment-to-change? (2) Do HR practices have a significant relation to successful change? (3) Do maximizing employee voice during change elicit commitment-to-change? (4) Does employee voice affect the success of change? (5) Does employee voice moderate the relation between HR practices and commitment-to-change, and HR practices and successful change? Thus, the contribution of this study lies in addressing the aforementioned research questions and proposing a model which establishes the relations between the chosen constructs. Therefore, the hypothesized issues for the purpose of the study are: Hypothesis 1a: HR practices during the process of change are creating the environment of commitment-to-change by the employees. Hypothesis 1b: HR practices are positively related to successful change. Hypothesis 2a: Employee voice is positively related to commitment-to-change. Hypothesis 2b: Employee voice is positively related to successful change. Hypothesis 3: Employee voice will positively moderate the relationship between HR Practices and commitment-to-change. Hypothesis 4: Employee voice will positively moderate the relationship between HR practices and successful change. The study took place in a large public-sector organization in India. During the opinion survey stratified and random sampling methods were adopted to draw the samples from the universe. Structured questionnaires were distributed in

such a way that the reciprocal representation of the respondents (both executives and non-executives) from all departments and all levels covering the entire organization were sought. Out of 700 administered questionnaires, 516 complete responses were obtained corresponding to a response rate of 74 %. All the variables in the study were measured on a five-point Likert scale ranging from “strongly disagree (1)” to “strongly agree (5)”. When a measure is described as having dimensions, the items were averaged and used as indicators for their construct in structural equation modeling.

Otherwise, the items were averaged into overall scale score (Zhang & Bartol, 2010). In self report scales, measures have been developed with utmost deliberation for the study drawing on the prior research works and have not been taken directly. For HR practices, Conway & Monks (2008) measure has been adapted for the purpose of the study. A 13-item scale proposed by Van Dyne and LePine (1998) having dimensions corresponding to two job behaviors called helping and voice has been modified and used in this study. Commitment-to-change was measured with Herscovitch & Meyer's (2002) 18-item scale as manifested in 3 dimensions. A 7-item scale intended to capture the outcome of change intervention, used variables drawn from the conceptual works of Kotter (1996), Chandler (1962), Newton (2011), Bowman & Singh (1993) and Bowman, Singh, Useem, & Bhadury (1999). Structured equation modeling (SEM) using AMOS 20 was used to examine the hypothesized model which offers a simultaneous test of an entire system of variables in a model. Test of a full measurement model showed a good model fit ($\chi^2=669.720$, $df=243$, $p<.05$, $NFI=0.915$, $TLI=0.936$, $CFI=0.944$, $RMSEA=0.058$). Thereafter, a sequential χ^2 difference test that compares the full measurement model to six alternative nested models was carried. The inter comparison results of measurement models shows that the goodness-of-fit of the alternative models were significantly worse than the full measurement model (Conway, Fu, Monks, Alfes, & Bailey, 2015) which suggested that the variables in the study were all distinct. As moderated regression analysis limits the empirical investigation to one independent variable at a time, it may result in loss of statistical power as the reliability decreases (Aiken & West, 1991) and result in biased coefficient estimates (Ping, 1995; Conway, Fu, Monks, Alfes, & Bailey, 2015). Hence, moderated structured equation modeling (MSEM) approach by Ping (1995) using three step method by Cortina, Chen & Dunlap (2001) was adopted for the purpose of the study (Conway, Fu, Monks, Alfes, & Bailey, 2015). The results showed a good model fit ($\chi^2=963.587$, $df=267$, $NFI=0.881$, $CFI=0.910$, $RMSEA=0.071$, $SRMR=0.045$) and all the hypotheses were supported. This study further established the moderating role of employee voice in relation between HR practices and commitment-to-change, and HR practices and successful change using simple slope test plots. Thus, the contribution of this study is fourfold. First, it established that commitment is one of the most important factors for eliciting employees' support for organizational change. Second, it theorized through a case study, how the HR practices can aid organizations in successful change endeavors. Third, it validated the relationship of employee voice with commitment and successful change.

Fourth, it proposes a model which logically enfolds the moderating role of employee voice in the relationship between HR practices and commitment-to-change, and HR practices and successful change management thus giving us a glimpse of the potent tools for successfully managing change initiatives.

Reference available upon request

AGRICREDIT AN IMPERATIVE WAY FOR RURAL DEVELOPMENT: A STUDY ON AGRICULTURAL RURAL HOUSEHOLDS OF SOUTH GUJARAT

Submission ID: 781

Submission track: Financial Inclusion: Access to Credit and other Financial Services

Submission type: Competitive paper (CP)

Babaraju K. Bhatt, *Maniba Institute of Business Management, ACC and DEICA, Surat, Gujarat, India*

Seema Harshad Kadam, *Gujarat Technological University, Ahmedabad, Gujarat, India, India*

Apurva Anil Chauhan, *Gujarat Technological university, Ahmedabad, Gujarat, India,*

Extended abstract

Rural financial system is a credible instrument and an imperative way for accelerating the developmental activities in rural areas. It operates through two sets of institutions broadly named as organized and unorganized sectors. The unorganized sector consists of local money lenders, landlords, traders, merchants etc. where no effective control can be exercised by the government. Institutional credit penetrated the rural area in the form of co-operatives in 1904. The co-operative finance is the cheapest and the co-operative banks are most convenient to rural people. The institutional credit has been foreseen to play a pivotal role in the agricultural development of India. Although a large number of institutional agencies are involved in the disbursement of credit to agriculture still the persistence of money lenders in the rural credit market is a major concern. Indian government in Union Budget 2014-15 endeavor to motivate Agrecredit by raising Corpus of Rural Infrastructure Development Fund (RIDF) to Rs.25000 crores, started "Long Term Rural Credit Fund" to set up for the purpose of providing refinance support to Cooperative Banks and Regional Rural Banks with an initial corpus of Rs.5, 000 crore and amount of Rs.50, 000 crore allocated for Short Term Cooperative Rural Credit. In continuation to that in Union Budget 2015-16 has allocated Rs. 25,000 crore for Rural Infrastructure Development Bank, Rs. 5,300 crore to support Micro Irrigation Programme and increased farmer's credit target to 8.5 lakh crore. In spite of such steps funds are not reaching to grass root level for the development of agricultural sector and people associated with it. In this background, the present study has examined the performance of agricultural credit flow by commercial banks, Regional rural banks and co-operative banks and it studied the perception of rural households of South Gujarat region regarding accessibility to agriculture credit.

The literature reviewed provide insights about the issues and challenges relate to Agricredit such as (Mohanty, 2007) asserted that to reduce the broader dimension of poverty, we need to focus on rural development, particularly in agriculture, employment, health, education and nutrition. The several farmers have been committing suicides in various parts of our country for crop failure and of low production and increasing indebtedness. Timely and adequate agricultural credit is imperative for increase in fixed and working capital for farmers. (Anjani Kumara, 2010) explained that structure of credit outlets which has witnessed a significant change and commercial banks have emerged as the major source of institutional credit in recent years. The institutional credit availed by the farming households is affected by a number of socio demographic factors which includes education, farm size, family size, caste, gender, occupation of household, etc. The study suggested simplification of the procedure for a better access to agricultural credit of smallholders and less-educated or illiterate farmers. (Ratan Lal Godara, 2014) examined the concerns and issues in agricultural credit in India. The analysis stated that the credit delivery to the agriculture sector continues to be insufficient. Due to decline in public capital formation in the rural and

agriculture sector and the persistent unenthusiastic attitude of rural bankers towards formal financing, the planners and policymakers are believe on microfinance to suitably supplement formal banking in rural India. The paper demonstrate role of agriculture credit in rural credit in Gujarat through primary and secondary data. The secondary data is studied through RBI committee reports and rural credits of different bank type to know present scenario of agriculture credit in Gujarat as compared to major states in India and know which banks are aggressively promoting rural and agriculture credit. The primary data collected from 100 respondents consist of farmers and distributors involved in Agri products through questionnaire in Gujarati focusing on how the life of rural has changed and the problems they are still facing with reference to agriculture credit as a part of rural credit in South Gujarat. Trend analysis is used on secondary data and ANOVA, Correlation are used for primary data analysis.

The study found that the commercial banks have provided more finance to southern area. The loan disbursement by the Regional Rural Banks in India has also been projected to increase in the upcoming years with the help of trend line analysis. The more preferred source is formal sources to get credit over informal sources. The study found that there are enough number of banks available in their respective region although banks need to work on for penetrating more. The working time of banks, availability and awareness of institution are found to be important factors for agri credit. The financial institutions have to create more awareness as there is ambiguity in rural region for taking decision about source of agri credit. An assessment of agriculture credit situation brings out the fact that the credit delivery to the agriculture sector needs to be more adequate. It appears that the banking system is still hesitant on various grounds to provide credit to small and marginal farmers. In this situation, concerted efforts to expand the flow of credit to agriculture, alongside exploring new innovations in product design and methods of delivery, through better use of technology and related processes should be made. The commercial banks, rural banks and cooperative banks should take efforts to penetrate more in western region of India and in Gujarat too, as from secondary data loan disbursement in Gujarat is less compare to Maharashtra and Uttar Pradesh. Especially in South-Gujarat need penetration as here weather conditions are favorable for agri products so as agri-credit.

Reference available upon request

Factors Influencing Employee's Perception about Banks Technology for Innovative Delivery Channels of Public Sectors Banks of India

Submission ID: 794

Submission track: Marketing resource management

Submission type: Competitive paper (CP)

Neha N. Gupta, *K. J. Somaiya Institute of Management Studies & Research, India*
Vandana Tandon Khanna, *K. J. Somaiya Institute of Management Studies & Research, India*

Extended abstract

Factors Influencing Employee's Perception about Banks Technology for Innovative Delivery Channels of Public Sector Banks of India

Abstract: Purpose: The paper focuses on the factors influencing employees (internal customer's) perception about banks technology being used for delivery channels by Public Sector Banks (PSBs) of India. Government and regulators' guidelines compel banks to use technology for the convenience of the customers and for the smooth functioning of banks. In this context, private banks have already taken a lead because of their newer existence and operational efficiency; public sector banks are using innovative delivery channels (like Automated Teller Machines (ATMs), Internet banking, SMS banking and mobile banking) for marketing of their products and services to comply with regulatory guidelines and also gain competitive advantage. Still, innovative delivery channels are not effectively used. Issues related to the usage of delivery channels driven by technology; their acceptance and adoption by customers are challenges for PSBs of India. The relationship marketing approach and the adoption of new technology enables the PSBs to develop a more productive, tailor-made and efficient interaction with their customers. It enables innovative promotions leading to personalized banking and thus building relationships. The employees can be treated as one of the user of such channels as well as first interaction point too. The employee's service can be utilized for testing restricted launch of banking products and services. Employee's perception about bank's technology can add value in customer experience and increase customer satisfaction. Customers regard quality of service; value added benefits, competitively priced, innovative products, and the effective delivery channels as most important aspects of their banking experience. Design/methodology/approach: The study was based on primary data collected through structured questionnaire. The data collected by random sampling and the size of the sample was 544. The study was conducted over a period of 10 months starting from April 2014. It was conducted in phases. In the first phase, the important parameters determining the delivery channels effectiveness for delivery of banking products and services were identified. In the second phase, the respondent's perception about the delivery channels for marketing of banking products and services were identified. Finally, a comprehensive questionnaire of 20 variables was developed and a pilot study was conducted involving a sample size of 95 respondents to check the relevance and validity of the questionnaire. Total sample was accepted and analyzed which resulted in reducing the number of variables from 20 to 16 for the final study. The type of the study is exploratory and descriptive in nature. Findings: Exploratory factor analysis was applied on 16 variables and four factors viz., user friendliness, availability, accessibility and acceptability came out predominantly. The results show that banks need to understand these factors that influenced the employee's perception about Bank's technology. The employees have perceived user friendliness as the most preferred factor followed by availability, accessibility and acceptability. This helped in identifying the factors creating the gap for adoption, acceptance and usage of technology. The marketing decision in terms of enhancing the

effectiveness of technology driven delivery channels can be taken by considering these factors. There is also a need to provide training on effective, secure and safe use of innovative delivery channels, which can also increase the effectiveness of marketing of banking products and services. Practical implications/limitation: The identification of significant factors for the perception about technology for delivery channels of Public Sector Banks (PSBs) of India can help in identification of better strategies for cross-selling and up-selling. There is need for Streamlining system to have feedback and to analyze the effectiveness and efficiency of technology for delivery channels of PSBs of India. The ability to present customized offerings to consumers can bring delivery channels into next decade and can also add value to employees' effectiveness in delivering innovative products and services through technology enabled channels. The better acceptance and adoption of technology will enable employees to establish effective communication with customers.

This can lead to higher acceptance and usage of technology enabled delivery channels. These factors can also be used to measure employee's satisfaction towards technology for delivery channels and can result in better customer service. Our study was limited to the employees of PSBs of India, so the findings may be applicable to PSBs only and is not generic in nature. Originality/value: This study identifies significant factors influencing the employee's perception about Bank's technology used for innovative delivery channels of PSBs of India. These significant factors can be helpful to PSBs for customizing technology, so that higher acceptance and adoption can be targeted and effective usage of delivery channels can be achieved. Keywords: E-banking, Technology Perception, Innovative Delivery Channels, PSBs, Customer Satisfaction, Services Marketing

Reference available upon request

MEASURING CUSTOMER SERVICE DELIVERY IN THE AIRLINES SECTOR

Submission ID: 795

Submission track: Marketing Management and consumer behavior

Submission type: Masters & Doctoral Students' Papers (MD)

Sanjana Gupta, *Assistant Professor, Bethany Junior College, India*

Extended abstract

INTRODUCTION Customer satisfaction is considered to be a key element for a company's success in the market: a leading criterion in determining the quality of service or product to the customers and it is also crucial for organizational survival. In such a highly competitive environment, customer loyalty has become an increasingly effective means for securing a firm's profitability (e.g. Reichheld&Sasser, 1990; Reinartz&Kumar, 2002). Customer loyalty refers to a customer's repeated same' brand purchase within a given category, based on a favorable attitude toward and preference for the particular brand. Empirical findings have revealed that increased market share and decreasing price sensitivity among customers are particular contributions of customer loyalty to a firm's profitability (Chaudhuri & Holbrook, 2001). Customers construct relationships with brands so that they provide and add meaning and value to their lives (Sweeney & Chew, 2000; Fournier & Yao, 1997). The customer' brand relationship can evolve and develop through continuous positive interactions between the customer brand (e.g. GrÃ¶nroos, 2007, p. 331) and provides airlines with the opportunity to offer their customers benefits that go beyond the core air transport service (cf. Hennig' Thureau et al., 2002, p. 234).

THEORETICAL BACKGROUND CUSTOMER SATISFACTION Customer satisfaction is defined as a customers' overall evaluation of the performance of an offering to date. This overall satisfaction has a strong effect on customer loyalty intentions across a wide range of product and services categories. Besides, service quality employee branding and orientation plays a pivotal role in customer satisfaction and achievement of organisational mission and values (Guustafsson, 2005). Best in flight service experiences and off flight experiences satisfy and delight the flyers whereas well oriented and highly satisfied employees increase the profitability and customer base of a company which led to increase company's market share.

CUSTOMER LOYALTY & RETENTION: Customer loyalty is all about attracting the right customer, getting them to buy, buy often, buy in higher quantities and bring you even more customers. Customer loyalty can be build by treating people how they want to be treated. Various studies reflect that customers can be retaining in the business over a life time of a business by incorporating various psychological parameters with the different dimensions of service marketing. These parameters are Trust, Commitment, Perceived risk, Price, Staff and Physical evidence.

METHODOLOGY Data and Sample Data will be collected from 565 respondents using a pre-defined well-structured questionnaire on 5-point likert scale ranging from "strongly agree" to "strongly disagree". The sample will include the airflyers from Bangalore International Airport travelling inbound and out bound on domestic flights. Measures

The survey questionnaire was tested for pilot survey with total 90 items which after applying SPSS reduced to 61 items that will measure the different parameters lead to customer satisfaction resulting into customer loyalty and retention.

SCOPE OF THE STUDY: RESEARCH DESIGN Data will be collected from both primary and secondary sources. Face to face survey will be conducted at Bangalore airport to collect primary information and previous research etc. will be used as secondary data.

SAMPLE SIZE The population for the study will be the air flyers travelling in bound or outbound through the all domestic and three international selected airlines from Bangalore Airport. Total 550 respondents will be selected by cluster sampling; from each airline 75 respondents will be selected.

HYPOTHESES OF THE STUDY: H0: There is a relationship between the changes of fares on airflyers loyalty. H1: There is no relationship between the changes of fares on airflyers loyalty. H0: There is a relationship between timeliness and trustworthiness on airflyers selection of airlines. H1: There is no relationship between timeliness and trustworthiness on airflyers selection of airlines. H0: There is a relationship between repurchase intentions and customer retention. H1: There is no relationship between repurchase intentions and customer retention. H0: There is a relationship between inflight services provided by airlines and on customer loyalty and retention. H1: There is no relationship between in flight services provided by airlines and on customer loyalty and retention. H0: There is a relationship between off flight services provided by airlines and on customer loyalty and retention. H1: There is no relationship between off flight services provided by airlines and on customer loyalty and retention. H0: There is a relationship between cognitive factors and customer satisfaction. H1: There is no relationship between cognitive factors and customer satisfaction. H0: There is a relationship between word of mouth and customer loyalty. H1: There is no relationship between word of mouth and customer loyalty. H0: There is a relationship between employee behaviour and selection of an airline. H1: There is no relationship between employee behaviour and selection of an airline. H0: There is a relationship between air flyer's satisfaction and co creation of value. H1: There is no relationship between air flyer's satisfaction and co creation of value. H0: There is a relationship between perceived risk and loyalty among air flyers. H1: There is no relationship between perceived risk and loyalty among air flyers. .

SUMMARY AND CONCLUSION The proposed hypotheses are supported by empirical research. The available literature provides a strong case for examining the impact of various parameters on customer loyalty and retention with customer satisfaction as moderating variable. Moreover, it is also proposed that the behaviour of staff and the airlines has a significant direct impact on how customers perceive the airlines image and evaluate their overall flying experience.

RESEARCH IMPLICATIONS This paper will be an important contribution in understanding customers' satisfaction and its moderating impact on customer loyalty and retention. The study will bring out the relationship between customer overall flying experience and the considered psychological parameters. It will assist the airlines to understand the factors other than airlines tickets that have a significant impact on the customer flying behavior.

Reference available upon request

Knowledge Management of a Company: The Dimensionality of Knowledge Management

Submission ID: 798

Submission track: Knowledge Management

Submission type: Poster Presentations (PR)

Lakshmaiah Botla, *Symbiosis Institute of Business Management, Constituent of Symbiosis International University, India*

Harigopal Kondur, *Institute of Advanced management Education and Entrepreneurship (IAMEE),*

Extended abstract

Knowledge management has become an essential function and the defining factor for any company's success in today's world of stiff competition. An attempt is made in this paper to unravel various dimensions of knowledge management and suggest six critical success factors that drive sustainability and growth of an organization. The study focuses on how successful companies make diligent efforts to build these critical success factors individually and collectively to form into a knowledge management system. These critical success factors enhance learning and performance in the organization through knowledge creation, sharing and utilization. The uncovered six critical dimensions of knowledge management are: customers, employees, systems and processes, business environment, business intelligence & competitors, and technology. Customers: Understanding customer expectations is a strategic factor for offering right products/services to customers if one wants to become a market leader. It is the customers who provide the right cues and knowledge, and hence the importance of Customer Knowledge Management (CKM) for any firm to offer products or services of highly competitive value to the market. Employees: Employees are considered as human assets. They occupy a very prominent place in the knowledge enterprises as every employee is unique in his or her own ways. If there is any asset that fulfils the four features of Resource Based View (RBV) : rare, valuable, non-imitable, and non-substitutable, it applies only for employees. Employee knowledge is very valuable and the collective knowledge of all its employees is treated as the human capital of an organization. Systems and Processes: A learning organization is basically a knowledge organization in which people use systems and processes to generate, share, transform, manage knowledge to achieve its objectives. The organizational artifacts, such as stories, records, system of doing work, tools, recipes, etc. function in a way that detaches learning from individuals and makes it a property of the organization. The knowledge organization links past, present, and future by capturing and preserving knowledge in the past, sharing and mobilizing knowledge in the present, and learning and adapting to sustain in the future.

The true learning organization redesigns itself consistently through various systems and processes. Business Environment: As traditional forms of advantage become nullified, competitive advantage of a firm is increasingly influenced by the business environment in which it is located (Shougui et.al, 2008). Knowledge Commission, NASSCOM, STPI etc. are some of the initiatives by the Indian Government to upgrade knowledge management processes in the country. Indian Software is successful because of the right governmental interventions. Intellectual property and licensing, Confidential Disclosure Agreement (CDA), Non-disclosure Agreement, Patents, Security of Infrastructure etc. are tools through which companies protect their knowledge. Well-defined intellectual property rights reflect the maturity level of knowledge management practices in a country.

The Indian government has adopted new patent act, 1999 to protect the knowledge assets of firms. Business intelligence and Competitors: Knowledge of competitors and their strategic moves is to be understood thoroughly and this knowledge must be shared among key people in the

organization. Not only the present competitors but also potential competitors and their likely strategic moves are important for crafting one's own competitive strategies.

Wal-Mart is successful because it is able to maintain its control over all suppliers through its competitive intelligence and hence able to offer EDLP (Everyday low price strategy) to maintain its supremacy in the market. Collaboration with suppliers has facilitated Wal-Mart and Tata Motors to offer more value to customers through knowledge sharing mechanisms. Technology: Technology is an enabling tool in Knowledge Management. The distance between different stakeholders has disappeared with the help of information technology. Technology has made customers very close to the organization either for giving feedback or for product customization. CRM assists customer interface. Employees are networked through intranet. Employees can retrieve or add knowledge to the organizational memory. Technology has literally frozen the time-lag in an organization. The six critical success factors individually and collectively form into a knowledge management system so as to optimize learning and performance in the company. Knowledge flows among the six critical dimensions can be accelerated with conscious effort for faster learning and greater performance in the organization.

Reference available upon request

Accelerating Financial Outreach by Commercial Banks through Collaborative Actions

Submission ID: 807

Submission track: Financial Inclusion: Access to Credit and other Financial Services

Submission type: Poster Presentations (PR)

Deepa Pillai, *Symbiosis School of Banking and Finance, Pune, India*

Shirly Abraham, *Indira Institute of Management, Pune, India*

Extended abstract

Introduction

Indian Banking Sector had been instrumental in bringing growth and prosperity of the economy since 1969; liberalization has brought in tremendous changes in the banking industry. The banks have shed their traditional functions and been innovative; however there exists a large segment outside the formal banking ambit.

SHG was conceptualized for delivering financial services to the poor in a sustainable manner where poor people came together in an informal manner for pooling their savings for their mutual interest. The SHG Bank Linkage Programme was the Action Research Project in 1989 which was the offshoot of NABARD initiative during 1987. Planning commission Report (2008) states that the majority of Self-Help Groups [SHGs] are capital scarce, labour surplus by and large bereft of proper knowledge as well as management skills also they do not generate ample opportunities for micro enterprises for using untapped manpower resources, available raw material and existing market channels.

Necessity for Alternate Channel for Financial Service Delivery The prime objective of commercial banks was to narrow down the gap between the demand and supply side for financial products however banks have not yet been able to cater entirely to the ever changing financial requirements of diversified customers as penetration of financial services in rural areas is low further there exists mismatch between financial product offerings by banks in terms of savings, insurance, payments and remittances as demanded by rural population. Major challenge faced by banks was reaching the remotest corner of the nation for provision of financial necessities, thus need arises for identifying a low cost service delivery channel that will offer the possibility of massive outreach to people in locations that remain underserved. SHGs are an effective credit delivery channel for mid segments however there exist inadequacies on the operational front such as lack of adequate transparency in the maintenance of books of accounts, standardization of processes, technological infrastructure, financial training and capacity building. **Relevant Literature** In India SHG was first emerged by Mysore Resettlement and Area Development Agencies in 1985. Parthasarathy (2015) indicates MYRADA pointed out that SHG movement does not focus on the provision of credit rather it focuses on the management of savings and credit, the experience of managing finance that gives poor people the confidence and skill to initiate and manage change in society however social challenges create hurdle for the growth and functioning of SHG. Kumar (1997) states that SHGs are mostly homogeneous in terms of their socio-economic background; the savings level was reasonably satisfactory, irregularity in repayment of loan, adherence to the norms set by the group and lack of mutual trust among group members were common reasons for defunct SHGs. Das Lipishree (2012) research indicates rise in the rural credit through microfinance however there exists need for improved governance. Study by Basu et.al (2008) advocates that micro credit for entrepreneurship is essential however along with the credit for enterprise development provision of support services ensures overall growth of the enterprise which has been overlooked by banks.

Research Objectives & Methodology

Research paper emphasizes on the collaborative arrangements and innovative practices between SHGs and MFIs that may assist banks for reaching out to the secluded group. The research aims in identifying new practices for leveraging the Self Help Group Linkage Model. The study is limited to public sector banks collaborations. The basic framework of the study is dependent on literature based on the self-help linkage model; the paper intends to recommend a revised proposition strategy of the suggested model to expedite financial inclusion and overcome the shortfalls of SHGs. Proposed Model for Collaborative Arrangements The proposed model is an extension of Self Help Linkage Program; it focuses on the decentralization of the activities undertaken by SHG Linkage Program. Public Sector Banks to collaborate with SHGs and MFIs for financial intermediation at grass root level.

SHGs will function as financial intermediary for retail bank products such as savings, micro credit, micro insurance, payments and remittances facility; they will also act as business correspondent and financial literacy centers. MFIs role will encompass entrepreneurial finance, advisory and project finance, their main emphasis will be promoting entrepreneurship at rural level. Decentralization of activities will enable the specific entities to concentrate in specialized areas whereby enabling in identifying the specific financial demand of the rural households.

Anticipated Strategic Paybacks from the Proposed Model

- a) Public Sector Banks Increased customer base in line with National Policy. Market penetration at lower operational cost. Customized products & Cross selling Community development. Leveraging technology Increased Customer life cycle
- b) Self Help Groups Operational Standardization Defined range of Products & Services Concessional Refinancing facility from developmental institutions Technology Up gradation for operational activities. Market visibility Business Correspondent role add to supplementary source of income.
- c) Micro Financial Institutions Securitization & Refinancing facility Enhanced customer life cycle Increased revenue margins Economies of scale Cross selling Employment Generation & Assured Livelihood
- d) Rural Households Increased financial awareness Financial Independence/ Security Customer satisfaction Single Point Service Sustainable livelihood

Discussions and Findings Proposed model ensures lower operational costs for banks and focused approach to secluded sections. Integrating technology, factoring, securitization and refinancing facilities to SHGs and MFIs will lead to win-win situation for stakeholders. SHGs as an intermediary between banks and rural households will marginalize the gap in demand and supply of rural financial services. Heterogeneity in the demand of financial products can be identified at grass root level by SHG enabling in designing tailor made products & services. MFI entrusted with only provision of entrepreneurial finance will empower in building new ventures at village level alleviating unemployment and poverty. Linkage of SHGs / MFIs with developmental agencies/ financial institutions for concessional finance at macro level will deliver cheaper finance to rural household ensuring sustainable livelihood, financial independence and security. SHG Linkage Model and MFIs can be effective mechanism for financial outreach in rural areas if focused on explicit products and services based on demographics rather than a blanket approach implemented by banks for all the retail bank customers.

Reference available upon request

Women Employees in Indian Banking Sector and their Perception on Training

Submission ID: 808

Submission track: Gender Equity and Women Empowerment

Submission type: Presentation Papers (PP)

Vijayalakshmi Nedungilli, *Great lakes Institute of Management, India*

Extended abstract

The Indian Banking sector has grown and developed significantly in the recent past. Technological sophistication has hugely impacted the sector. Being one of the major players in Indian Economy and Indian Financial system, banking industry has brought innovative ideas to make it more accessible and customer friendly. "Electronic banking is the series of technological wonders in the recent past involving use of Internet for delivery of banking products & services." (Dr. Kamal Gulati & Dr. Sunil Kumar Kadyan, January, 2015). The prevailing competition, increased demand for better services, customization, and dynamic business environment in the commercial banking sector increases the demand for skilled employees, making training indispensable in banking sector.

Training must be planned to result in high performance, it must aim to achieve the organization goal. Any organization can achieve strategic advantage only through core competencies of employees, which in turn can be developed through training. Training is usually considered as the organized procedure by which people gain knowledge and/or skill for a definite purpose. The trend towards globalization of financial markets and services and deregulation of domestic banking systems has been the driving forces behind the drastic change in this sector. The Information technology era has enabled development of new financial instruments, decentralization of work and decision making responsibilities. The extensive competition and greater demand for providing better services has resulted in increased demand from employees by the organization. In order to meet the requirements the above factors like competition and demand has posed critical challenges for employees and HR managers in particular. In current scenario, to achieve sustainable competitive advantage, sustaining customers by delivering high quality service becomes essential. To achieve the above mentioned objectives training the bank employees becomes vital. Though Training is said to be a type of education, it is job : oriented and it is all about skill learning. It plays an important role in the success of modern organizations. The growth in the sector has created new windows of opportunity for women to find employment in the banking sector. Women play a vital role in Indian banking sector. The Nationalization of the Indian Banking Sector has served as the first step to reduce the gender discrimination against women. There has been a general view that a glass ceiling exists which stops women employees attaining top Management positions in the banking sector. But in the recent past, things have changed a lot and many women are obtaining Top Management positions in banking sector. Arundhati Bhattacharya is the chief of State Bank of India (SBI), and she is the first woman to be the chairperson State Bank of India. The largest private sector bank of India is headed Ms. Chanda Kocchar, She is the Managing Director and Chief Executive Officer of ICICI Bank. Since 2009, Axis Bank has been headed by Ms. Shikha Sharma, Managing Director and CEO of the Bank. Ms. Naina Lal Kidwai is the Country Head of HSBC. Ms. Vijayalakshmi R. Iyer was the Managing Director of Bank of India from November 5, 2012 to May 31, 2015.

Prior to this work assignment, Ms. Iyer was the executive director of Central Bank of India. With regard to Foreign Banks in India also women play a vital role. Ms. Kaku Nakhate is the India Head of Bank of America. This study is about the Indian women who have been placed in various positions in the banking sector and their perception on the training in Indian Banking Sector. Woman employees look forward to strike a better balance between work and families responsibilities.

Different types of training practices are being followed in Indian Private Banks and Public Sector Banks. The survey instrument which is a well-structured questionnaire was administered to 291 women employees of different grade level. Data has been collected from different branches of Private sector banks of India. The major objective of this study is to study the training objectives in public sector bank and private sector bank, to identify the training needs of women employees in public sector bank and private sector bank and to study the preferred training methods of women employees in public sector bank and private sector bank. To identify how the current training practices in the sector benefits the women employees and what are their future needs. Quantitative data from the responses to the closed ended questions were analyzed through descriptive statistics, paired sample test and other statistical tools. The analysis and findings reveals the Current training methods used in the bank and their preferred training method, their preferred training location, future needs for training in the banking sector, employee's suggested delivery methods to improve training, suggested training sources and suggestions to advance future sessions. Many respondents expressed their need for gender specific training; a clarified staff development plan, stratified training program for career enhancement, leadership training and cross department study sessions or workshops. During the interviews they revealed that balancing work and life results in lots of stress, and many expressed their interest towards receiving training on stress management. More Qualitative data are to be obtained through Focus group Discussion and Interviews. The findings can be used in designing the future training programs in Banking Sector. As these training programs would be based on the views of the women employees, special training programs targeting the women bank employees can also be designed and developed.

Reference available upon request

Small retailer's merchandise decision making:A Grounded Theory Approach

Submission ID: 809

Submission track: Marketing Management and consumer behavior

Submission type: Presentation Papers (PP)

Hari Govind Mishra, *Shri Mata Vaishno Devi University Jammu, India*

Prof. Piyush Kumar Sinha, *Indian Institute of Management Ahmdabad , Gujarat, India*

Surabhi Koul, *Indian Institute of Management Ahmedabad, Gujarat, India*

Extended abstract

Abstract:

This study is focused on small retail stores of Jammu province of J&K which examines the relationship between retailer's perceptions of the trading area and their assortment policy decisions and their reported performance levels for a FMCG product category. The study focuses on the external environment as well as internal environment of the small stores which affect the decision making of the assortment. Retailers keep a small range of assortments as the when market uncertainty is high. Moreover the study focuses on the impact of store attributes on the assortment policies. This study controls for both store space and the store location factors. The impact of customer profile and the local market environment faced by small retailers is also analyzed as an important factor towards the assortment policy decision. A grounded theory based analysis was carried out. The analysis brought out four criteria used by the retailers in selecting products for their store based on the evaluation of the external and internal environment.

Key words: Assortment, Grounded Theory, Product Selection, Small Retailers.

Introduction: The Indian retail environment can be broken into two sectors: organized and unorganized sector. The organized retailing covers supermarkets, hyper-markets, and malls. These are professionally managed and offer variety of services and products under one roof whereas the unorganized retail sector consists of small retail stores which have a small store area and are usually family owned (Ramkrishnan, 2010).

The national portal of Government of India, defines small retailers as those retailers whose scale of operation is restricted to a small segment of the market and to a narrow range of products (National Portal of India 2005). They generally hold small stocks of the products of regular use. In Indian retailing scenario such retailers are very large in number but account for a small portion of the total retail business. The business potential that exists in these segments is starting to interest businesses offering branded products because urban markets have become highly competitive for their brands (Burgess and Steenkamp, 2006). Small retailers face a complex and changing environment, but one which varies considerably from one store to another.

Literature Review: Small Retailers in India: According to Venkatesh 2008, there are about 12 million small stores spread over 5,000 towns and 600,000 villages across India.

These account for more than 70 per cent per cent of grocery sales of India (Jones, Lasserre&Gehlen 2005) and play a strategic role in Indian retail business (Ramkrishnan 2010). So the importance of small retailers cannot be neglected in Indian retail environment. The number of constraints for the small retailers is also high in order to compete with the other retailers. So, the small retailers need to evaluate several factors before adding new products to their product list. They have a high degree of freedom in determining the elements of the marketing mix. They can adopt appropriate

mechanisms to tailor fit their offered products that are in line with the need and demand of the target market customers (Ramakrishnan 2010).

Due to heterogeneous and uncertain customer preferences, variety seeking behavior by consumers and competition between several retailers has increased product selections in all merchandise categories. With fixed shelf space, increasing variety means less store space for each product, which translates to higher operational costs due to either lower availability or higher replenishment costs. As a result of the excessive levels of variety, many retailers are switching to a strategy called “efficient assortments”, which primarily seeks to find profit maximizing level of variety by eliminating low-selling products (Kurt Salmon Associates, 1993).

Methodology: As discussed earlier the studies related to small retailers are limited and those relating to Indian context are scanty. Moreover the studies focusing on assortment planning have been typically on large retailers. A qualitative technique of data collection was used which predominantly was based on concept of grounded theory. Grounded theory, a research methodology primarily associated with qualitative research, was first proposed by Barney Glaser and Anselm Strauss in 1967 (Dunne 2011). Since the focus of the current study is on merchandise selection criteria of the small retailers, we have adhered to the definition of small retailers which has been explained in the introduction. So the focus of the study was to interview the small scale retailers from the rural and urban regions of the Jammu province of J&K, India. Semi-structured depth interviews were conducted for collecting data. The interviews were conducted by the authors. In this study 24 unstructured interviews of small retailers were taken including both rural and urban areas of Jammu Province in J&K, till the data saturation was attained.

Data Analysis:

The recorded interviews were first converted into a verbatim who in turn was subjected to grounded theory based analysis (Glaser and Strauss, 1967). Three independent investigators read the transcripts. They conducted open coding these transcripts which generated 225 statements which showed a general behavior of small retailer's assortment selection criteria. The general statements were there after searched for in existing literature on the subject in order to identify whether the codes could be related with any theme from the relevant literature. Although the work on small retailers is very less but the reference of assortment planning with respect of large retailers was taken from the existing literature. Thereafter a round of axial coding (Strauss and Corbin, 1998) was conducted to sort the descriptions into 74 first order statements. The available 74 were further analyzed to create 16 second order themes that described the major themes as emerging from the interviews. Further these 16 second order themes were sorted to combine and form 5 final categories.

Discussion: The current research work is an initiative to understand the drivers of merchandise selection by the small retailers. The factors considered by the retailers in selecting merchandise for their store can be seen in Fig 1. The figure explains a three order construct which leads to small retailers merchandise decision. The approach of merchandise selection for small retailers is multi-dimensional. The retailers need to consider customer, supplier, environmental as well the profit oriented factors when deciding the merchandise for the store.

Reference available upon request

Testing the Effect of National Stereotypes on Service Evaluations

Submission ID: 812

Submission track: Marketing Management and consumer behavior

Submission type: Competitive paper (CP)

Michael Chattalas, *Kean University, NJ, USA, United States*

Ira Wati, *Ministry Of Communications And Informatics, Jakarta, Indonesia*

Adi Zakaria Afiff, *University Of Indonesia, Depok Campus, Indonesia*

Rizal Edy, *University of Indonesia, Depok Campus, Indonesia*

Extended abstract

In this increasingly-globalized era, the impact of country of origin (COO) as an extrinsic cue on the consumer evaluation of products or services remains an important area of international marketing research and practice (Agrawal and Kamakura, 1999; Verlegh and Steenkamp, 1999). This study is, to the best of our knowledge, the first to explore the impact of national stereotype-contents (perceived warmth and perceived competence) associated with a service-product's COO, empirically-testing the research propositions suggested by Chattalas et al., 2008 regards high versus low-contact services. Specifically, our study tests for the differential effect of perceived warmth and perceived competence on service-quality evaluations by US consumers of the low versus high-contact (telecommunication) services originating from the emerging Asian nation of Indonesia versus that of the emerged Asian economy of Japan. As such, it extends past COO research into the domain of service exports from both a developing (Indonesia) and developed (Japan) COO to a developed market (USA).

Although past COO research has extensively explored the case of manufactured products, research concerning the COO effect on services is rather rare (Chattalas et al., 2008). The phenomenon of internationally-traded services is still relatively new, so that it requires development and testing of empirical knowledge (Javalgi et al., 2001). The emergence of trade in services among developed countries is expanding between developing economies as well (Gronroos, 1999; Ferguson et al., 2008). The opportunities for developing countries to enter the global market in services is quite high,

but there are serious challenges, that among others, are related to the image, stereotype and market perception of the quality of products or services that

originate from developing countries. For that reason, it is important for developing countries to determine what types of services and promotional strategies could be employed to gain a positive perception in the global market (Chao et al., 2003).

One of the factors influencing COO effects on consumer evaluation is a country or national stereotype (Chattalas et al., 2008) composed of consumer beliefs regards the peoples specific to a certain country. Stereotyping is the result of a cognitive process in which people build abstract knowledge and perceptions that influence their behavior towards others (Fiske et al., 2002). Recent research proposed and tested the role of national stereotype contents related to particular COOs on consumer expectations of manufactured product properties, building on the Stereotype Contents Model of social cognition (Fiske et al. 2002). Furthermore, Chattalas et al., (2008) asserted research propositions relating to national stereotypes (NS) influence of COO on consumer evaluations on the type of services (low versus high-contact), which have not been empirically-tested.

Patterson and Cicic (1995) developed a classification of service type by highlighting two key dimensions: the level of tangibility and degree of customer with service-provider interaction (high versus low contact). In a marketing environment dominated by differentiation based on perceived experiences, consumer interaction with service providers creates a complex range of rational and emotional responses that drive service quality perceptions beyond tangible criteria.

As such, in the present study, we hypothesize that both dimensions of NS, perceived competence (H1a) and perceived warmth (H1b), positively affect customer expectations of service quality.

We further hypothesize that in the case of high-contact services (in which there is a higher level of customer interaction with the service provider), a dominantly-warm COO perception will have a higher effect on service quality expectations than that of a dominantly-competent nation (H2).

Regards our methodology, we selected the COOs of Indonesia (as a major developing Asian country) and Japan (as a major developed Asian country) and the research population of US consumers. First, a pre-test among 200 US consumers accessed via an Amazon m-Turk online panel, we confirmed the perception of Indonesia as relatively more warm than competent (Mwarmth: 5.18 versus Mcompetence: 4.98) and Japan as relatively more competent than warm (Mcompetence: 6.16 versus Mwarmth: 5.33).

In order to test our hypotheses, a field experiment of 143 US consumers was conducted via Amazon m-Turk. Our design tested the interaction of the independent variables of dominant national stereotype and service type: 2 (NS: competent vs. warm) x 2 (Service type: low vs. high contact) on the dependent variable of consumer expectations of service quality in the developed market of the US. We employed the Servqual measure (a multi-item scale consumer perceptions of service quality across five constructs) to operationalize our dependent measure (Parasuraman et al., 1988). In our experimental design, we measured respondent's perceptions of warmth and competence of the COOs of Indonesia and Japan operationalized across a high and low contact print advertisement scenario promoting the export of telecommunication services.

Both H1a and H1b are supported. Through linear regression, the hypothesized effects of both perceived competence across both COOs (Indonesia COO: $\Delta\hat{Y} = 0.395$, $p = 0.001$; Japan COO: $\Delta\hat{Y} = 0.486$, $p = 0.001$) and perceived warmth (Indonesia COO: $\Delta\hat{Y} = 0.341$, $p = 0.001$; Japan COO: $\Delta\hat{Y} = 0.383$, $p = 0.002$) on overall service quality expectations of US consumers is significant.

Furthermore,

in the case of high-contact services, our linear regression results found support for H2, regards the higher positive effect of the dominantly-warm COO (Indonesia) on overall service quality expectations

than the dominantly-competent COO (Japan) [$\Delta\hat{Y} = 0.590$, $p = 0.000$ versus $\Delta\hat{Y} = 0.414$, $p = 0.006$]. Notably, although the dominant effect of perceived warmth was indeed found to be higher than the relative effect of perceived competence, both showed a statistically significant positive effect on perceived service quality.

Overall, our findings provide empirical evidence that national stereotypes associated with COO influence consumers' evaluation of services, particularly high-contact ones. Our study is the first to empirically demonstrate the relatively higher effect of perceptions of warmth associated with a country's people (versus perceptions of competence) on services with a high level of customer contact. More research is needed on the symmetrical effect of higher perceived competence on low-contact services, originally proposed in Chattalas et al. (2008). In conclusion, our results hold practical implications for both international marketers as well as public policy-makers who wish to foster a stronger perception of a nation's service brand through marketing strategies or public policy initiatives. As high-contact services involve a higher experiential component, the stronger impact of a warmly-perceived COO implies that export service providers in industries such as tourism and hospitality must be trained to project a higher level of emotional and cultural intelligence in their interactions of customers. And more so, given that our study demonstrated such effect operates even in a more technologically-founded industry as telecommunication.

Social Bottom Line of Microfinance Institutions (MFIs) in Rajasthan: A Comparative Analysis of Different Regulatory Models of Microfinance

Submission ID: 818

Submission track: Financial Inclusion: Access to Credit and other Financial Services

Submission type: Masters & Doctoral Students' Papers (MD)

Bhawani Singh Rathore, *Research Scholar JK Lakshmipat University Jaipur, India*
Upinder Dhar, *Vice-Chancellor, Shri Vaishnav Vidyapeeth Vishwavidhyalaya, Indore, India*

Extended abstract

Microfinance refers to the provision of a broad range of financial services, such as small loans saving deposits, money transfers, and insurance to poor and low income households and their microenterprises. However, globally the sector has been dominated by the provision of microcredit services, namely small loans to the poor with or without collateral. The core of microfinance is its mission to serve clients “to help improve their lives.

For years, the sector focused on sustainability and growth, measured in terms of financial performance. For most part sustainability was all about “the financials” “social performance was taken for granted, which led many microfinance institutions (MFIs) to neglect its measurement and management. The latter half of the 1990s was marked by a debate between two approaches to microfinance, the “financial systems” approach and the “poverty lending” approach (Robinson, 2001). While the former emphasized institutional sustainability, the latter emphasized poverty reduction. The issue was brought into sharper focus when post-2007, MFIs began to raise equity from commercial sources. However, as commercial investors are by definition profit oriented, their involvement in the ownership of the MFI raised the prospect of changing its focus from social to commercial objectives, commonly referred to as “mission drift” [1]. Recent microfinance crisis and the subsequent discussion have raised questions on the practices followed by microfinance institutions (MFIs). As criticism of the sector has increased, social performance has been mainstreamed (Copestake, 2007). This has initiated a public debate over the social performance assessment and management of microfinance institutions (MFIs). In the early days of microfinance, social assessments were imposed by outsiders. Donors, NGOs and governments who saw microfinance’s potential as a poverty reduction tool wanted proof of the link between microfinance activities and changes observed in target populations to justify their investments. The result was several long and costly economic impact studies in the late 1980s, ill-suited to practitioners. Impact studies are limited, costly to replicate and difficult to compare (Copestake, 2003). Insufficient data has long been the main obstacle in studying the social performance of MFIs. Recent works using sophisticated techniques (Corn  e, 2006; Gurtierrez-Nieto & al., 2007; Cull et al., 2009; Mersland & Str  m, 2009; Lensink & Niels, 2009) have mainly used financial data and inadequate social performance indicators such as portfolio size, average loan size or number of women clients (Armendariz & Szafarz, 2009; Dunford, 2002). These proxies offer little more than a vague idea of depth of outreach “only one of the many dimensions of social performance. Moreover, they only account for credit operations, effectively ignoring other aspects of microfinance. In addition to this most of the studies which have been conducted are based on self-reported data by the MFIs with no verification of the ground realities. Such reports are based on the data as provided by the MFIs themselves with no participation of the microfinance clients. The client information and feedback is missing in these studies. Also these global studies offer little participation to Indian MFIs as most of the Indian MFIs are not reporting social performance parameters. Thus in

such a scenario with insufficient and unverified data for Indian MFIs there is a need for a comprehensive research based on data collected at different levels for assessing the social performance of the MFIs. This research intends to compare the social performance of different regulatory models of MFIs in Rajasthan. The study is based on enquiry at two levels; MFI level and Client level. The MFI level enquiry is based on interaction with MFI officials at different levels viz. senior management, branch officials and field staff and the secondary sources of data like code of conduct report, social performance report and policy documentation of the MFI like operational policy, HR policy etc. The client level enquiry is based on a survey conducted with the existing clients. The survey intends to measure client awareness, satisfaction and the household poverty profiling. The result indicators measure the depth of outreach and the variety, appropriateness and transparency of financial services. The study attempts to measure the social performance of the MFI by taking into account all the important stakeholders viz. clients, employees, management etc. For this study, 5 MFIs operational in Rajasthan are selected from different regulatory models (2 For-Profit NBFCs, 2 Not For-Profit company registered under Section 25 of the companies act and 1 Cooperative Society). From each of these MFIs approximately 100 clients per MFI are selected. At the MFI level Universal Standards of Social Performance Management (USSPM) tool is used to assess the social performance. At the client level, information is drawn using a questionnaire designed for this purpose. The questionnaire focuses on basic client profiling and indicators for measuring the client satisfaction and awareness levels. The Progress out of Poverty Index (PPI)[2] tool for India is used for collection of household level poverty and is administered along with the questionnaire. The findings of the study will help us in knowing whether the regulatory structure of an MFI has any impact on its social performance.

This will have a long term implication on the designing of the microfinance programs and the future of microfinance regulation in India. [1]Mission drift may manifest itself in various ways, such as by MFIs serving more well-off segments of the population or by MFIs charging higher rates of interest [2]PPI is a poverty measurement tool, developed by Grameen Foundation, for organizations and businesses with a mission to serve the poor. The PPI is statistically-sound, yet simple to use: the answers to 10 questions about a household's characteristics and asset ownership are scored to compute the likelihood that the household is living below the poverty line "" or above by only a narrow margin.

With the PPI, organizations can identify the clients, customers, or employees who are most likely to be poor or vulnerable to poverty, integrating objective poverty data into their assessments and strategic decision-making.

Reference available upon request

Mobile Health: Essential Health IT services management across the Rural India

Submission ID: 841

Submission track: Access to Educational Services & Health Services

Submission type: Competitive paper (CP)

Arjun R, Department of Humanities, Social Sciences and Management, National Institute of Technology Karnataka - Surathkal, Surathkal, Karnataka, INDIA

Sunil Cyprian D'Souza, Assistant Professor, Department of Humanities, Social Sciences and Management, National Institute of Technology Karnataka - Surathkal, Karnataka, INDIA

Extended abstract

The purpose of paper is an original research into understanding methods of improving awareness and access of mobile health technologies and related services management on underserved parts of country. These could lead to dramatic growth and empowerment of poorer sections of country. [1]. The study involves exploring the techniques to foster the impact of electronic and mobile health technologies through Health IT markets on inclusive growth approach and health governance aspects. A health based information system with robust service quality would be feasible to develop considering illiteracy, socio-economic factors that curtail most research [6]. It depends on components like Mobile Health and Electronic health records etc. in understanding current IT based Health services being perceived and consumed in heterogeneous public groups among poorer sections of Indian society. The mobile based primary health care can promises reduced costs and faster data dissemination in community where less health infrastructural support or health practitioners, internet exists. [4] Short message service is basic functionality supported on voice cellular telephones. This aspect is considered on poorer society sections, from m-health data. [3] Mobile devices have being decisive in getting the disadvantaged population from rural parts. Most of the health care system such as primary health centre may not possess the facilities like electronic health record or even paper based patient information. In such scenarios the role of mobile communication through short messages can drastically enable citizens to get informed about latest health related essential services and information. [6]. The service quality of such setup can be also analyzed to decide on the range of effectiveness in approach as being addressed to overcome issue of disadvantaged population getting basic health service needs. In such a setting the issues of health data privacy and ethical issues are less likely to arise due to fact that information is collected at more of community level. The Health information system already in such project envisaged by CDAC provides mechanism that ensures that population upto 30,000 only are being catered. [6] Even the national policy matter of health service being accessed across nationwide has to get balanced. [5]. Inorder to achieve such a national goal, disproportions among more disadvantaged regions in state level can be identified and health services to corresponding sections be boosted which possibly have more mobile penetration than in urban areas.[5] Above lower middle class, more data of the usage levels and patterns of health records can be analyzed. The same is case where smart phone industry now enables electronic health records stored in hospitals to be accessed remotely by the patient. Methods are primary data obtained in questionnaires, survey participation through internet and other available health information from selected sample groups. This supports the personal health management paradigm of elated middle class sections and above from the population in country. [1]. The service sectors operating in such places could derive much value to business when they are being integrated with already established government institutional health network. The non-confidential data collected from the primary health centers, hospitals can be designed such that questionnaires are provided in hard copy form. Using the R - software package and SPSS the empirical data on usage like customer mobile subscriptions to Health tips/information; pregnancy assistance etc. is quantitatively analyzed from representative samples collected. Qualitative analysis

of nature of medical data patient shares on health record is critical valued and tested for significance. From outcomes of such research, strategic models intended for corporate as well as businesses forecasted can be hypothesized. The integration of mobile health prospects in health information systems that are government initiatives remains research challenge. [2]. A health service delivery model among lower society sections guarantees national goal of healthcare revolution to reach most remote villages utilizing Information Technology potential is realized.

Reference available upon request

Decision modelling of business rules

Submission ID: 844

Submission track: Innovative Business Models to reach the "Bottom of the Pyramid"

Submission type: Case Studies & White Papers (CW)

Kaumudi Amin, Wipro Technologies, India

Extended abstract

A business rule defines a business aspect and resolves it to either being true or false. Business rules can apply to people, processes, corporate behavior and computing systems in an organization. In other words, they are behavioral rules pertaining to various actors for interaction with the system. Business rules govern the conduct of an on-going business by watching for violations, better known in computer parlance as exceptions. Business rules need to be applied continuously and noted for acceptance or flagged for non-compliance. Business analysis with business rules focuses on capturing, encoding, and managing every business rule. Business analysis additionally focuses on testing the defined rule and therefore requires that the rule is so defined that it can be tested with a comprehensive test methodology. For a computerized system, which is fairly complex and involves multiple business rules, testing each of them can be an upward task. Decision analysis, a special area of business analysis with business rules, focuses on developing decision models. The attempt in this paper is to define a decision model for a business rule which aids largely in the ease of defining, maintaining and managing a business rule. The quality, maintainability and testability of a business rule can be improved by: a) Fragment the logic of the business rule to an atomic form b) Analyze the business logic to its fundamental level - drill it down to the lowest range c) Standardize the business logic this ensures completeness and correctness of the rule inclusion d) Group the business logic to an extent that it is reusable e) Connect the business rule groups This approach can be exacted by creation of rule families and subsequently grouping all possible outcomes in a given rule family. The below step by step methodology [substantiated with an example of Order submission on an FX NDF (non-deliverable forwards) trading system] offers an overview of conversion of a business rule into a decision model.

Reference available upon request

Trade elasticities revisited: Empirical evidence from European industry-level exports to BRIC countries.

Submission ID: 847

Submission track: Economics

Submission type: Competitive paper (CP)

Rodrigo Zeidan, *Fundação Dom Cabral and NYU Shanghai, Brazil*
Svetlana Fedoseeva, *Germany*

Extended abstract

The recent trade literature has focused on trying to empirically investigate the determinants of trade. The main variables found to be related to increases in trade are the destination market's demand, exchange rates between trading partners and developments of price levels in trading countries (see e.g. Orcutt, 1950 or McKenzie and Brooks, 1997). There are two different approaches to address trade volumes: trade equations and gravity studies. The latter, due to cross-sectional specifications, allows researchers to complementary analyses through a set of variables pertaining to geographical, socio-economic, institutional and political indicators (e.g. Tinbergen, 1962 and Yu, 2010). Some recent trade equation models have focused their attentions on quality aspects of traded goods, since richer countries spend a larger proportion of their income on high-quality goods and tend to import more from countries that produce these goods (e.g. Murphy and Shleifer, 1997 and Hallak, 2006). Other recent developments in the empirical trade literature address the effects of exchange rate and focus on such aspects as the role of exchange regimes (Aristotelous, 2001), exchange rate pass-through (e.g. Choudhri and Hakura, 2015), exchange rate volatility (e.g. Tenreiro, 2007 or Bahmani-Oskooee and Hegerty, 2007), effects of a single currency (Friberg, 2003), and possible nonlinear impact of the exchange rate on exports (Verheyen, 2013). In our analysis, we target exports of Germany, France and Italy – three main Eurozone exporters – to the BRIC states over 1999-2013. In doing so, we stick to a classic reduced-form export demand model, although building on recent literature developments. For instance, we nest our export demand function into the dynamic nonlinear ARDL framework by Shin et al. (2014) and allow for an asymmetric impact of exchange rate appreciations and depreciations on exports both in the short and in the long run, thus addressing potential asymmetric cointegration between export values and exchange rates. As our analysis focuses on a time after the introduction of the Euro, this allows us to see whether European exports are similarly affected by exchange rate changes and whether exports respond to Euro appreciations and depreciations in the same way. The very few studies on exchange rate nonlinearities showed large discrepancies in the reactions of exports of different European countries to exchange rate developments as well as very pronounced asymmetries between the impact of Euro appreciations and depreciations on exports (Verheyen 2013 and Fedoseeva 2014). These findings were explained by a different export structure of the Eurozone countries and by application of pricing-to-market strategies on the relevant markets. As there might be some difference between pricing strategies in developed and saturated markets and in emerging markets, it is well plausible to expect somewhat different results for European exports to BRICs compared to the outcomes of existing studies focusing mostly on European exports to the US. Besides addressing total exports, we disaggregate it to agricultural exports, crude materials, chemicals, manufactured goods and machinery export. This allows us to shed some light on trade determinants that are of a particular importance for individual export groups, enlightening us whether discrepancies that we observe in export reactions are exporter-, importer- or industry-driven. When interpreting empirical results we also consult a new source of data, the Atlas of Economic Complexity by Harvard Center for Economic Development, that helps us visualize the actual structure of exports, since machinery, e.g., might refer as to printing presses or a large aircraft. We also contribute to the literature by focusing on the determinants of trade between European exports to the BRIC countries. We provide an extensive

study on the different patterns of trade between these trade partners and find that while relative prices and exchange rates matter for some export groups and some destination countries (especially Russia, that seems to react sensitively to both of these factors, and Brazil, for which imports decline due to a stronger Euro) they are often of a smaller importance than typically found for exports to Europe and the US. Still, there are large discrepancies between all three axes of the study (exporter/importer/industry). Our work is relevant because trade dynamics have a clear impact on social welfare, especially when trade is increasing between partners. Understanding the determinants of trade allows policymakers to design better trade agreements, and there are signs that BRICs countries may enter into special agreements with the European Union. In our case, determining trade-driving factors is critical for European countries aiming at maintaining their large shares in global exports, since continuously strengthening presence on the dynamically developing emerging markets, including the BRIC states, is the only way to their success (Poplawski, 2013). To highlight the importance of trade in European welfare, we can take the case of Germany, in which the share of its trade with the BRICs rose from 5.5 to 13.3 % of the overall trade volume in 2000-2011, while trade with the US declined as a percentage of Germany's total trade output, from 9.6 to 6.2 % (Poplawski, 2013). German exports to the BRICs experienced a boom since the mid 1990s: trade volume increased more than sevenfold since 1996 (Die Welt 2012) as more German manufacturing companies shift their attention to the emerging economies in attempt to reduce their dependence on the shrinking euro-zone economy (Koeppen, 2012). This pattern can also be seen in other European countries. The UK's exports to the BRIC states €“ although still very modest - doubled since the global financial crisis (Aldrick, 2013), and are referred to as the €œfuture of UK exports€ (Armistead, 2013). Though exports to BRICs and other developing economies are still just a little part of the Northern European countries' exports, they are 'generally growing at a faster pace than exports to more developed markets' and there are some arguments that Nordic countries should 'tap into the potential of emerging markets' (Nordic Innovation, 2012). Even Italian wine producers believe that their future growth is linked to exports to the BRIC countries, especially in times of stagnating European consumption (Federvini, 2012).

Reference available upon request

Operating Working Capital and Impact on Cash Management.

Submission ID: 848

Submission track: Finance and accounting

Submission type: Presentation Papers (PP)

Rodrigo Zeidan, *Fundação Dom Cabral and Nottingham University Business School China, Brazil and China*

Extended abstract

There is an interesting paradox in international finance in the early 2010's: in developed markets public and large companies are flush with cash, while small and medium sized companies struggle, especially in emerging markets. Shares buybacks due to excess cash are increasing (Strumpf, 2014) and have been compared to corporate cocaine (The Economist, 2014). Meanwhile, lack of cash is the major financial constraint for SMEs (Pal et al, 2014; Belgithar and Kahn, 2013) and especially relevant for companies with significant growth opportunities in emerging markets after the financial crisis (Campello et al, 2011). The marginal value of cash is higher in developing countries (Haw et al, 2011) and financial constraints for corporations are widespread in most developing countries in the world. Working capital management is certainly not a new field (i.e. Sagan, 1955, Smith, 1973 and Sartoris and Spruill, 1974), but it comes to light every time companies are cash starved. For instance, Rafuse (1996) argued for an urgent need to refocus on working capital management in the mid-1990's. Today, most SMEs in emerging markets are cash starved, but leave a lot of money at the table by not concentrating in the management of working capital. But which kind of working capital? Regular working capital includes operational and non-operational variables alike. In the present study I am concerned with operational working capital, the measure of working capital requirement necessary to fund a firm's continuing operation. I assume a firm with relatively stable and repeated sales over time. The classical case would be a manufacturing firm, but the present framework should be useful for industrial and non-industrial firms alike. We have many empirical results, but no theoretical underpinning for optimal working capital management. The main reason is that there is no precision in which working capital is being optimized. Regular working capital (current assets : current liabilities) does not help us in measuring how efficiently a firm operates, because it is a static measure of short-term solvency, and not liquidity per se. I propose a simple dynamic procedure to understand the evolution of working capital based on the concept of operational working capital turnover. The result is simple model that relates operating working capital to firm sales and growth. The main implications are: 1 : Financially constrained firms face difficulties in rapid increasing sales. This is a trivial result, but in fact one can easily derive maximum sales growth compatible with cash flow requisites, as in most capital budgeting models (e.g. Bierman Jr and Smidt (2012); 2 : Cash conversion cycle matters, especially for financially constrained firms. This provides a theoretical underpinning to the results in Meloof (2003) and Garc a-Teruel and Martinez-Solano (2007), in which the shortening of the cash conversion cycle improves firms' profitability. Managing inventories, payables and receivables can sharply improve the return on working capital investments, especially if a firm can do it without any losses in sales. It also explains the empirical results of Kieschnick et al (2013), in which investments in DSO are more profitable than DIO. On the one hand, DSO investments should result in higher sales, and it is easier to assume that it would lead to revenue effect more so than a ccc effect. On the other hand, investments in DIO do not present a direct link to higher sales and its impact should be felt first on the ccc effect. For example, optimal inventory policies are usually related to raw material price fluctuations (Berling and Mart nez-de-Alb niz, 2011). Mapping which effect increases operating working capital leads to significant changes in how the management of the components of working capital relate to profitability. In particular, cash-starved firms should try to raise cash internally by shortening the ccc; 3 : The

combined effect highlights a pressing issue for rapid growing firms, as it is common that managing rapid growth results in the mismanagement of the cash conversion cycle, compounding liquidity issues resulting from increasing revenue. This is an issue first shown by Hambrick and Crozier (1986), but subsequent studies have highlighted the relevance of cash management for rapid growth firms and SMEs in particular (Beck and Demirguc-Kunt, 2006). Moreover, most companies in emerging markets do not present cash conversion cycle KPIs, resulting in a lack of cash culture (KPMG, 2010). 4 : If the ccc is constant, the revenue effect yields as profits the operating margin of the permanent additional units of sales. 5 : OWC volatility is directly related to daily revenue and cash conversion cycle volatilities. Finally, it is easy to reconcile Kieschnick et al (2013) and Almeida and Eid Jr. (2014) results with our simple model. If there are any positive changes in the cash conversion cycle, an extra investment in working capital should be significantly less worth, on average, than an extra investment in cash. Unless companies are managing their cash conversion cycle well, increasing the level of working capital at the beginning of a fiscal year will reduce company value. Both results from Kieschnick et al (2013) and Almeida and Eid Jr (2014) should be reproduced for many emerging markets in which companies do not optimize the cash conversion cycle. Of course, the ccc and sales are usually correlated, but if companies are able to shorten the cash conversion cycle without losing any sales they should improve the return on working capital investments. We will then turn to an illustrative example, for a company that was able to improve its cash management, freeing U\$400 million previously tied up in inefficient management of its financial cycle.

Reference available upon request

“Barriers and facilitators for education of students with speech and hearing impairment as perceived by teachers : A Case study in Bangalore”

Submission ID: 851

Submission track: Public and not-for-profit management

Submission type: Poster Presentations (PR)

Madhavi R, *JAIN University, India*

Easwaran Iyer, *JAIN University, India*

Vasu B A, *JAIN University, India*

Meeramani N, *JAIN University,*

Extended abstract

Abstract:

Hearing has impact on basic trust, autonomy, initiative, competency, identity, ability to love and work, generativity and care, integrity of old age in the society. (Schlesinger, 1972) It is estimated that around 0.5 to 1% of children and young adults in the general population have listening difficulties despite normal audiograms (Ahmad, 2014). According to the census of 2011, India has about 21 million people suffering with one or the other disability. In this the percentage of individuals with speech/hearing disorders is given at 0.3. Speech is the vocalised form of human communication. The speech of children with profound deafness is characterised by numerous segmental errors, including oval neutralization, omission of word : final consonants, confusion of voice to voiceless cognates and errors of manner and place of articulation (Levitt and Stromberg, 1983 and Smith, 1975). Speech of children with deafness has been studied for many years (Tobey, Geers & Brenner, 1994) and continues to be studied.

Since all the people are part of the same society, it offers situations for interactions. During such interactions, persons with disabilities find obstacles in fitting into the existing framework causing hurdles to their inclusiveness. To accommodate and assist such inclusiveness, there are institutes specially focused on making a difference in the society. One such remarkable institution is Dr. S R Chandrashekar Institute of Speech and Hearing in Lingarajapuram, Bangalore. For over thirty five years, founded by Dr. S R Chandrashekar, it has been serving the society without profit motives and has made a difference on various counts : medical treatment, educational institutions, research and development, etc. and all these activities strive towards promoting inclusive growth of the deaf and dumb particularly, in the society.

Out of these wide range of services and activities this research effort presents a case study particularly on “Sunaad School of Hearing” . The school has around 200 children with hearing impairment where one can see a silent child with deafness-grow and mature to complete scholastic achievement with speech. Its main objective is to give power of speech to pupil.

Key Words: Hearing, Speech, Inclusion, Barriers and facilitators

Specific Objectives: To identify the barriers of persons with hearing and speech impairment obstructing their inclusive growth on the grounds of hearing and speech impairment. To identify the facilitators taken by Sunaad School to promote the inclusion of persons with hearing and speech impairment in the society through effective teaching-learning measures

Research Methodology:

1. Statement of the problem: Inclusiveness is today a major challenge for people with disabilities as it puts them on a disadvantageous note. Lack of ability to hear obstructs normal functioning and its consequence is lack of ability to talk. Amid people with differing capabilities, what challenges do children with such disabilities encounter? And what measures the institute has taken to promote their inclusiveness in the society? These questions are addressed in this study.

2. Operational Definitions: Inclusion: Allowing an individual to be part of the society and system by giving them equal opportunity. Persons with speech and hearing impairment: an individual who does not hear/speak : partially or fully since early childhood. Barriers and Facilitators: Barriers are obstacles or challenges one endures in promoting Inclusion, while facilitators are helping factors or enablers in promoting inclusion.

3. Data Collection Tool: A semi-questionnaire is drafted keeping in mind the objectives enumerated above for the study.

4. Sampling: Purposive sampling method is adopted for the study. The sample size of twenty respondents include staff members and management of the institute.

5. Profile of the respondents: Questions were framed to understand their awareness level etc. as listed in the objectives. Men and women were included randomly without preference to either one of them. The personal background and belief system of the respondents was not taken as a criteria in this study. The IQ levels of the respondents and their stream and extent of education was also not taken as a criteria.

6. Collecting data: Semi-structured interviews are conducted. Focus group discussion is conducted after collecting data with teachers to report findings and seek further inputs. Each respondent was asked to answer the questions in the same order as in the questionnaire. Initially, rapport was established with the respondent and he/she was made aware that they were part of research work and his/her co-operation to the fullest extent would make the research meaningful. The respondent was asked to give his/her opinion freely. Any doubts raised by the respondents were clarified so as to gain honest answers. In certain cases, the questionnaire was translated into the vernacular languages so as to facilitate right understanding of the concept.

7. Data analysis: Statistical methods were used and the data is presented in the form of charts and tables. MS word, Excel and Power point applications have been used to tabulate and present the data. Descriptive analysis including data visualization, bar charts, pie charts, mean percentages, etc. are employed to present data. Findings & Analysis: These will be uncovered once the on-going study is complete.

Reference available upon request

An Entrepreneurship Development Initiative - A Project Designed, Developed and Executed for about to retire Indian Soldiers.

Submission ID: 855

Submission track: Entrepreneurship, Social Entrepreneurship

Submission type: Presentation Papers (PP)

Surbhi Jain, *Professor, Department of Management Sciences, Savitribai Phule Pune University, formerly University of Pune, India*

Chandrashekhar Madhusudan Chitale, *Professor, Savitribai Phule Pune University, formerly University of Pune, Pune, India*

Rajesh Narayan Pahurkar, *Assistant Professor, Savitribai Phule Pune University, Pune, India*

Extended abstract

The Present study is a case of Social Entrepreneurship which is a process of bringing about meaningful changes in the society by identifying specific challenges and working out solutions to resolve the same (Martin, R. L., & Osberg, S., 2007). This project is an offshoot of an Undergraduate Management Diploma that was initiated by the Principal Author as a Social Initiative, at Queen Mary's Technical Institute, (QMTI) Khadki, Pune, in 2008. QMTI is an NGO working towards rehabilitation of disabled soldiers since 1917. The researchers while working with the disabled soldiers of the Indian Army realized that the soldiers have keen interest towards Entrepreneurship and there was a tremendous scope for further training them. Around 50,000 soldiers hang up their uniforms every year (Shukla, A., 2015). 85 per cent soldiers compulsorily retire between 35 and 37 years of age (Som, V., 2015). Another 12-13 per cent soldiers retire between 40 and 54 years. The retirement age is deliberately kept early to maintain the physical fitness of the forces. As veterans begin their second innings, entrepreneurship is increasingly becoming an appealing option. Military veterans make good leaders they value team work and have great respect for procedures. Veterans are goal-focused, have strategic clarity and high risk appetite; they plan and execute well to achieve tangible results (Kumar, S. 2014). Army instills focus, brings in discipline, fosters leadership, 3 traits much required for entrepreneurship (Taj, Y. 2009). Training Military Veterans in area of Entrepreneurship has been very successful in the US also (Moran, G. 2012). The literature review suggests that Army personnel have many traits of Entrepreneurs (Thomas, M., et.al. 1987). Most of the case studies on entrepreneurship of Army veterans were from the Officers Rank. The researchers found out that not much work has been done on the soldiers for whom planning the second career is much more difficult as they retire much early and come from rural areas. Their education qualification would be only up to matriculation. The spouse of these soldiers are even less educated. Even if financial assistance is given to them, for their rehabilitation, the effective utilization of that money still remains a big question. It is observed that soldiers face lot of problems during their rehabilitation as compared to commissioned officers. Keeping these facts in view the Army Commander, Head Quarter, Southern Command and authorities of Southern Command assigned a Training Consultancy project to the researchers. The project was to develop and execute an Entrepreneurship Development (ED) capsule for Disabled Soldiers and about to retire Army soldier. This study was conducted in three phases spanning for almost one year time.

OBJECTIVES OF THE PROJECT: 1. To find out the entrepreneurial potential among about to retire army soldiers 2. To find out whether such soldiers are inclined towards entrepreneurship and to do training need analysis to plan the program.. 3. To identify the businesses the soldiers are interested in starting. Phase-I DESIGN OF DATA

COLLECTION TOOL: The Psychometric test was designed by referring the national and international tools used to measure the entrepreneurial knowledge and qualities (Abilities/ Attitudes /Personality Traits). Study was conducted at three centers of Maharashtra States, India. The team Interacted with almost 500 soldiers who were about to retire at the centers-Bombay Engineering Group(BEG) Khadki,Pune, Arty Centre “Deolali, MIRC/Armoured Core Centre, Ahmednagar. Questionnaire was administered to 286 soldiers. Phase-II DESIGNING AND EXECUTING THE PROGRAM The findings of the survey and the presentation thereof to the Army Authorities revealed that the retiring soldiers have keen interest in initiating self supporting/entrepreneurial ventures. ED Program was designed to stimulate Entrepreneurship in disabled and retiring soldiers. Through this project 3 programs were conducted from 20th Jan 2014 to 18th March. There were 131 participants.

All the participants were awarded participation certificates from the Department and the University. Reports of the 3 programs along with participants feedback were sent to HQ SQ. Phase-III ASSESSING THE IMACT This was follow-up phase through which telephonic interviews were conducted. to understand if the program was successful in providing the ‘Stimulus’ ‘to the participants for Entrepreneurship;

1. The participants of all the 3 programs were contacted telephonically by the researchers and information on whether they have started some enterprise or if they have undertaken some entrepreneurial activity was collected.

2. It was overwhelming to find out that 26 participants out of those contacted had either started their businesses or were in the different stages of establishing their businesses. The participants felt that the course has increased their awareness had motivated them to become entrepreneurs. They have also learnt the importance of Human Resource Management, Marketing Management, Financial Management for small businesses. Interaction with successful entrepreneurs broadened their mindset.

3. Maximum participants were interested in starting Goat Farm, followed by, Poly house Farming Poultry, Dairy, Computer Sales, Service, Education, Cyber Caf  , Computer maintenance, Fishing Firm, Pig Keeping

4. Retiring soldiers also showed a interest in social entrepreneurship. If they can be trained and mentored such soldiers can bring about development of the rural areas through their initiatives.

Renowed social entrepreneurs Anna Hazare who developed the village Ralegan Siddhi, and Popat Rao Pawar

who made his village, Hiware Bazar an ideal village, happen to be Army veterans.

5. The first EDP was conducted at QMTI for differently abled soldiers, they have also shown a spark of entrepreneurship and some were in the process of establishing their own businesses.

CONCLUSIONS: Through this project the researchers were able to establish that even though the education level of soldiers is low, they acquire several skills during army training and

further training can reskill them and stimulate entrepreneurship in them. Soldiers are inclined towards entrepreneurship as it was found in the follow up phase that 26 participants out of those contacted had either started their businesses or were in the different stages of establishing their businesses. Institutional support by formation of Entrepreneurship Cells can further support and sustain their enterprises. Soldiers have shown interest in starting agri based setups. Hence agri based training programs can benefit them more.

Reference available upon request

Inequity impact analysis on healthcare indicators: case study on nine high focus states of India

Submission ID: 868

Submission track: Access to Educational Services & Health Services

Submission type: Poster Presentations (PR)

Partha Saha, *RCG School of Infrastructure Design and Management Indian Institute of Technology Kharagpur Kharagpur - 721302, India, India*

Extended abstract

Maternal and child health is one of the major concerns for any nation. Realizing the importance of the issue, reduction of Maternal Mortality Ratio (MMR) and Under-five Child Mortality Ratio (U5MR) have been declared as two central goals among eight Millennium Development Goals (MDGs) set in the UN Millennium Summit, 2000. The target for MDG 4 is reduction of mortality in children younger than five years by two-thirds between 1990 and 2015, and targets of MDG 5 are reduction of the maternal mortality ratio by three-quarters and achievement of universal access to reproductive health during the same period (Secretary-General, 2001). Satisfactory progress has been observed in healthcare indicators of India. MMR has reduced from 600 per 1,00,000 live births in 1990 to approximately 200 per 1,00,000 live births in 2010. At the same time U5MR has reduced from 114 to 61 per 1000 live births (Singh, 2012). Though health indicators in India have improved but regional differences still exist. Due to very unsatisfactory improvement in healthcare condition, eight empowered action group states (Bihar, Chhattisgarh, Jharkhand, Madhya Pradesh, Orissa, Rajasthan, Uttarakhand, and Uttar Pradesh) and Assam have been pronounced as 'High Focus States' by the Government of India (RGI and CC, 2012). More than half of India's population stay in these states. As per continuum of care approach, reproductive and child healthcare interventions should be provided at all stages of reproductive life i.e. adolescence, pre-pregnancy, childbirth and postnatal period, childhood and throughout reproductive age as well as to all places wherever care is required i.e. clinical care, outpatient and outreach services, and family and community care. Dr. Kerber and his team have proposed a new integrated service delivery framework for continuum of care approach on 2007 (Kerber, Graft-Johnson, Bhutta, Okong, Starrs, Lawn, 2007). As per their proposed framework, high coverage and quality of integrated service delivery packages throughout the continuum are major determinants of health indicators. In this paper, the inequity in coverage of adolescent and reproductive healthcare interventions and quality at healthcare delivery points of all levels i.e. starting from community and village level to Community Health Centre (CHC) level among districts of nine high focus states both have been measured to identify the geographical variation in maternal and child healthcare services and then a relationship model has been developed to assess the impact of inequity on healthcare indicators. Adolescent stage of a female has been regarded as very critical but most ignored stage in throughout lifecycle. People within this age group are very prone to acute illness due to environmental condition as well as their behaviours too. As per continuum of care approach, it has been regarded as best period among whole life span for starting of healthcare interventions. The following interventions have been determined indispensable for adolescent and reproductive age group (15-24 years) by Ministry of Health and Family Welfare, Government of India. These are reduction of unmet need (total, spacing, and limiting), increase of usage of family planning methods (any methods, modern methods), and enhancement of awareness about Human Immunodeficiency Virus (HIV), Acquired Immunodeficiency Syndrome (AIDS), Reproductive Tract Infections (RTIs), and Sexually Transmitted Infections (STIs) (Ministry of Health and Family Welfare, Government of India, 2013). To perceive the inclusive standing of each state on healthcare delivery status, composite indexes have been computed. Total 54 variables have been considered as predictor variables. Four different indexes were calculated. Those were Adolescent and Reproductive Healthcare Interventions coverage index (ARHI), Human Resource quality index

(HRI), Physical Infrastructure quality index (PII), and Resource Supply index (RSI). Total 13 variables were used for measuring ARHI. Those were basically adolescent and reproductive healthcare interventions like usage of family planning techniques, knowledge of HIV/AIDS, unmet need for family planning etc. HRI was developed by considering the availability of skilled man power at community and village level as well as at health center level and percentage of personnel attended different training sessions has also been regarded for development of HRI. PII of each district has been quantified by considering the availability of physical infrastructure like electricity, water, communication facility, availability of ambulance etc. at all four tiers i.e. at household and village level, Sub Centre level, Primary Health Centre level and Community Health Centre level. RSI has been computed taking the condition of supply of funds and drugs to healthcare delivery centers. To calculate each index value, percentages of all variables were added and then the sum was divided with same number of variables to convert the value within 100 percent. Equal weightage has been provided to all variables for measuring indexes. Finally total range of each index was divided into five equal categories and total 292 districts of nine high focus states were classified into those categories as per their performances. Next regression analysis was conducted among healthcare indicators and all the above stated variables to assess the impact of inequity on health outcomes. From analysis, it has been found out that among nine high focus states performance of Uttar Pradesh, Bihar, and Odisha were very poor under all four indexes. Inequity among districts was also very high in those districts. In Uttrakhand, ARHI and PII were quite satisfactory with respect to other states but HRI condition was very poor at districts level. Assam, Chhattisgarh, Madhya Pradesh, and Rajasthan have shown very consistent performance under all index categories. As per regression analysis, adolescent and reproductive healthcare interventions have great impact on all healthcare indicators i.e. IMR, U5MR, and MMR. From the result it has been found out that there was a positive relationship between health care indicators and number of women underwent test for detecting HIV/AIDS. Other than adolescent and reproductive intervention coverage, quality of skilled personnel and availability of physical infrastructure have also good impact on mortality rates.

Reference available upon request

Inclusive growth in enhancing healthcare service quality: An empirical study

Submission ID: 880

Submission track: Access to Educational Services & Health Services

Submission type: Competitive paper (CP)

SUNIL D SOUZA, *Assistant professor Department of Humanities, Social Sciences & Management National Institute of Technology Karnataka, India*
A.H. Sequeira, *Professor & Head Department of Humanities, Social Sciences & Management National Institute of Technology Karnataka, India*

Extended abstract

Social and economic changes have placed higher demands on healthcare service quality. Health service quality management is most critical due to lack of leadership, accountability, lack of resources adoption and poor strategic planning. There is need to have an Inclusive growth in healthcare organisation in quantity, quality and equity of service provision. It is essential to create sustainable relationship with other teaching hospitals in order to establish the long-term relationship to provide quality of care, to control costs and to improve performance. Teaching hospitals need to partner mutually in cross distribution arrangements (expertise, Technology), Co-branding (Govt.-Apollo), logistics (ambulance services) etc., to leverage the resources with their partners. Inclusive growth in its simplest form means growth that is reasonably, indeed fairly shared, and that corresponds to both equality and equity (Evian Group, 2008).

In the old economy, if something was scarce it was valuable, but today something which is available, affordable, accessible, and acceptable for all is the one that drives value. Infrastructure development is critical for inclusive growth that embraces all segments of the population, which creates new economic opportunities and brings the Bottom of the Pyramid (BOP) to mainstream and achieve a high economic growth and sustainable development (Prahalad, C. K. 2005; Kunal et al. 2005). An organisation achieves sustainable competitive advantage, when an attractive number of buyers prefer its products or services over the offerings of competitors and when the basis for this preference is durable. The principal methods of measuring hospital performance are regulatory inspection, public satisfaction surveys, third-party assessment and statistical indicators (Shaw, 2003). There are growing demands to ensure transparency, control and reduce variations in clinical practice (Groene et al. 2008). Without maintaining a standard level of care, the reputation of the hospital can be in jeopardy (Hibbard et al. 2005). Indicators need to be translated into generalizable, standardized, interpretable and useable information for clinicians or service managers in the form of performance measurement tools (Willis et al. 2008). There are some quality management tools for hospitals have been created to assist in this process (Ruiz and Simon, 2004).

The Malcolm Baldrige National Quality Award criteria (MBNQA) criteria provide a system perspective to achieve the organizational excellence and to overcome the issues of healthcare quality. The first six dimensions of MBNQA are quality management includes leadership; strategic planning; customer focus; measurement, analysis, and knowledge management; workforce focus; and process management. The seventh dimension is results or the outcomes includes healthcare outcomes, customer -focused outcomes, financial and market outcomes, workforce “focused outcomes, process effectiveness outcomes, and leadership outcomes (US DoCNBS, 2012). Work to develop sensitive and easily measurable indicators for monitoring changes within each health system building block is ongoing (WHO, 2009). Such tools are necessary if systems are capable of achieving the effective and universal coverage at sufficient quality and safety necessary for improved health and health equity, responsiveness, risk protection and efficiency (WHO, 2009; Armaan2014).

There is a research gap that the MBNQA criteria need to be used to improve health service quality in healthcare organizations. The measurement model was tested by using factor analysis and regression analysis (R²). A total of 130 senior administrative executives were considered using purposive sampling technique from case healthcare organizations. The results of the study indicated that there was significant relationship between MBNQA dimensions. The research findings highlighted that significant number of teaching hospitals had a below silver line performance based on MBNQA points. The developed framework will have potential implication in evaluating quality management in Indian healthcare organization and developing countries.

From a practical point of view, this study offer guidelines to improve global healthcare service quality and to take steps in implementing quality interventions in India and other developing countries.

Reference available upon request

Work Family Interface and Understanding of Organisational variables

Submission ID: 882

Submission track: Organization behavior

Submission type: Poster Presentations (PR)

siddhartha satish saxena, *Faculty BKMIBA , Ahmedabad University, India*

Extended abstract

Purpose: Enrolment of women in the higher education in India has risen significantly after globalization. As per UGC annual report, women enrolment in the higher education stood at 41.5 % of the total enrolment in 2010-2011. It is obvious; a major chunk of this statistics is gearing up for the work force participation. In addition to this, media has paid an increasing attention towards the work-family conflict in case of working women and mostly working mothers. Here we want to explore the motivation and readiness of women career aspirants for their future work- family challenge. **Method:** We have done literature review for the paper and identified organizational variables which might be indicative of the work family conflict we have interviewed few females to understand that our research direction is correct or not, but the results are not shared. **Results:** We found a significant influence of mass media information on the work family plan of these female management students. The knowledge of real world work family challenge was very poor in this sample and mostly revolved around “time” as the basic constrain behind all problems. The readiness for future work family challenge could not get judged clearly in this study. **Implications:** This result will be very helpful in designing a chapter or an elective in the management education to generate a proactive behaviour in the career aspirants.

Limitations: This study has been done in a specific geographical location. Cultural influence cannot be ignored in this context. This study might result different in other regions and could trace other influential factors.

Reference available upon request

Financial Management Practices of Micro, Small and Medium Enterprises in Goa - Case Study Analysis

Submission ID: 884

Submission track: Finance and accounting

Submission type: Poster Presentations (PR)

Atmaram Manohar Tarpe, M.E.S. College of Arts & Commerce, Zuarinagar, Goa, India

Extended abstract

Introduction The contribution of Micro, Small and Medium Enterprises (MSMEs) around the globe is unquestionable, especially in developing countries. Development in this sector is seen as a key strategy for the growth of economic, job creation and reduction of poverty. In India the MSME sector has been a vibrant and dynamic part of the country's economy over the last five decades. Financial management can be referred as the art and science of managing money, and finance in its broader sense is concerned with the process, institution, markets and instruments involved with the transfer of money. Financial performance management forms an important part of the business management field. Financial measurement is crucial for the survival of businesses. Bouba Ismaila (2011), Successful financial performance in MSMEs has a positive association with the capacity to manage financial issues effectively. There is a positive association between financially related activities such as planning, maintenance of financial records, obtaining external funds and professional finance advice, and the successful performance of MSMEs. **Identification of Research Problem** It is learnt from the literature survey of the earlier studies that there exist a gap with regard to the studies on knowledge of MSMEs on specific areas of financial management and financial management practices followed by these enterprises in Goa. Number of Studies has been undertaken regarding MSMEs in general, their promotional activities, role of specialised financial institutions for the development of MSMEs. But no studies have been conducted in the state of Goa with regard to knowledge of MSMEs on Specific areas of financial management and financial management practices followed by the enterprises. Thus, the present research study tried to evaluate the current financial knowledge of the selected MSMEs and through findings and recommendations suggest appropriate training and Knowledge workshop which will, make an impact on small businesses regarding their performance measurement as a whole and financial performance in particular.

Objectives of the study The main objective of the study is to evaluate the financial knowledge of MSMEs in Goa. However, the specific objectives of the study are as follows: To examine the understanding of selected MSMEs about the specific areas of financial management. To analyse the financial management practices of selected MSMEs in Goa. To identify the training needs for effective financial management MSMEs in Goa.

Hypothesis H0: There is no significant difference with regard to the views of selected MSMEs on Specific areas of financial management. H1: There is significant difference with regard to the views of selected MSMEs on Specific areas of financial management. H0: There is no significant difference with regard to financial management practices followed by MSMEs in Goa. H1: There is significant difference with regard to financial management practices followed by MSMEs in Goa.

41.940 .000 Within Groups 13.320 27 .493

Total 54.700 29

Result and Discussion The survey conducted on the sample of 30 (thirty) Micro, Small and Medium manufacturing enterprises located in the Verna Industrial Estate in Goa tried to analysis the views of MSMEs with regard to specific areas of financial management and their financial management practices. The Reliability of data was tested using IBM SPSS 22 where a Cronbach's Alpha was .956 which is highly reliable. Similarly the data was analysed using the one-way analysis of variance (ANOVA). The one-way ANOVA is used to determine whether there are any significant differences between the means of independent group. The result of analysis showed that there is a significant difference with regard to views of MSMEs in Goa. The analysis reveals that except for current asset management there is a significant difference with regard to the views of MSMEs on all the other areas of financial management. Thus, the first null hypothesis i.e. H0: There is no significant difference with regard to the views of MSMEs on Specific areas of financial management is rejected and the alternate hypothesis i.e. H1: There is significant difference with regard to the views of MSMEs on Specific areas of financial management is accepted. The result for other analysis also showed the level of significance at 0.005, indicating that there is a significant difference with regard to financial management practices of MSMEs in Goa. It was found that except for working capital management and financial planning practices of MSMEs, there is a significant difference with regard to the other financial management practices of MSMEs in Goa. Thus, the second null hypothesis i.e. H0: There is no significant difference with regard to financial management practices followed by MSMEs in Goa is rejected and the alternate hypothesis i.e. H1: There is significant difference with regard to financial management practices followed by MSMEs in Goa is accepted.

Conclusion There are evidences of positive association between the financial practices and performance of MSMEs. MSMEs having the knowledge of financial management and following the financial management practices in their enterprises are believed to show better performance. Thus, knowing the views of MSMEs on the specific areas of financial management and their financial management practices are very crucial to understand their performance. The MSMEs in Goa are found to be following the Working capital management and financial planning practices. Whereas, other financial practices such as Accounting information system practices, Fixed asset management practices, Capital structure management practices are uncommon in MSMEs particularly in Micro enterprises in Goa. The study found that majority of the MSME's managers or/and the owner themselves are looking after the financial management of the enterprises, especially in case of Micro enterprises and lack the knowledge on different areas of financial management. The study tried to draw attention towards the necessity of training for MSME's financial staff on various financial practices and measures which will help the enterprises in raising their efficiency and increase the profitability.

Reference available upon request

The Impact of Odd-Ending Prices on the Consumers' Attitude and Buying Behavior: A Study

Submission ID: 887

Submission track: Marketing Management and consumer behavior

Submission type: Presentation Papers (PP)

Santosh Kumar, *Research Scholar, Department of Management Studies, Indian School of Mines, Dhanbad, Jharkhand, India-826004*

Mrinalini Pandey, *Assistant Professor, Department of Management Studies, Indian School of Mines, Dhanbad, Jharkhand, India-826004*

Extended abstract

The global market of the contemporary era is highly stiff and cutthroat. It is very challenging for business organizations to sustain and grow in this competitive business environment. Financial strength is required to sustain and grow, and for this money or capital is one of the important requirements. The money comes from the price of the products which are sold. The term 'price' is one of the marketing mixes, which is the only pillar that makes the business organizations financially strong by generating revenue while the others like product, place, and promotion are expenses for them. Therefore, it is vitally crucial for the organizations to exercise a pricing strategy that can keep them sustainable and progressive with leveraged sales and profit. The odd ending pricing is the pricing strategy which has been keeping the organizations sustainable with augmented sales and profitability for more than a century, especially in the retail sector (Asamoah and Chovancova, 2011). The odd-ending pricing also called psychological pricing is a pricing strategy based on the assumptions that certain prices have psychological impacts on the customers' price perception, which influences customers' attitude and buying behavior. The inclination of retailers to price their products and services with an odd-ending such as \$0.99 or \$0.95 is omnipresent in the marketplace. Instead of a jar of pickles costing \$4.00, we usually see a price of \$3.99. Generally, in the retail sector the price of the products and the services are expressed as odd-prices, a little less than an encircled number such as \$6.99 or \$6.95. The buyers perceive the odd-prices significantly lower than they actually are. It is so, as the customers study the odd-prices from the left side therefore, they perceive \$6.99 as \$6.00 instead of \$7.00 and this is called left digit effect. The products or services priced with odd-endings are advertised. The odd-ending prices or setting prices for goods and services just below a common or even price has been an everyday practice for years. But, the researchers still know little about whether this practice is successful in escalating sales and profitability, and even less about the procedure through which such an odd pricing may benefit the bottom line. The study that exists concerning the effect of odd pricing can largely be classified into two groups: the study that examines the impact of odd pricing on buyers, and the study that examines the potential mediators of odd pricing impacts. The researchers have verified that buyers are more likely to purchase or think that they shall purchase odd-priced products or services (Schindler and Warren, 1988; Schindler and Kibarian, 1996). The method, however, is less clear. Whereas some proof supports the belief that customers 'encircle down' and thus misperceive odd prices. The level impacts: odd prices are perceptually encircled down (Schindler and Wiman, 1989). The other researchers recommend that the only image of odd prices makes the products and the services less costly. The image impacts: odd prices are used as a heuristic that the products and the services are less costly (Schindler, 1991). According to Murthi and Rao (2012), in a scanner data on ketchup and peanut butter category, it was observed that between 40% and 50% of the purchases were made by consumers using expectations of prices rather than posted prices. Consumers using price expectation may be thought of as being 'unaware' of prices. It was also found that promotions cause some consumers to focus exclusively on promoted products and services, and this effect was greater on the price aware consumers than on the price unaware consumers. Also, it was observed that the rationality of consumers' expectation of prices existed especially for the promoted brands.

Price aware consumers acted as a check against firms promoting without accompanying price cuts. A study by Olavarrieta (2012), observed that variations of in-store price knowledge antecedentes by category of consumers and products both. In particular, the effect of price symbols was significant in the female sample, while the effect of shopping frequency was significant in the male sample. The consumers choose round prices and /or sales amounts more often than expected by the chance (Lynn et al., 2013). A study by Hackl et al., (2014), it was shown that price points (especially prices ending in 9 or 0) were not-the-less pervasive in e-commerce. Ahmetoglu et al., (2014) shows that the pure presentation of price alone i.e., independent from an actual price change have a significant impact on the consumers' perceptions and buying behavior. A recent study by Mulky, et al., (2014) in india, explains that the Indian consumers perceive 9-ending prices as an indicator of high value, and the product is on sale and also the consumers remember the products priced using odd-pricing. A more recent study by Kumar and Pandey (2015) makes clear that odd-ending prices or psychological prices do lay impacts on the consumers' attitude and their buying behavior. When doing a comparison of even prices with odd prices, a major impact on odd-price ending is observed that the customers purchase significantly fewer even-priced products than odd-priced products and services (Bizer and Petty, 2002). The study collectively proves why odd pricing impacts on buyers' decisions. It is observed that customers actually perceive odd prices as being much lower than even prices. Again, although the odd price is slightly lower than the even price, the apparent magnitude of that distinction is more (Bizer & Petty, 2002). The present study introduces psychological pricing as a way of dropping feelings of guilt related to the hedonic buying or pleasing buying. We analyze that an odd-ending price, which is known to have a discount image (Schilnler and Kibarian 2001) will enable a consumer to feel less guilt upon product buying than an even-ending price. This study is qualitative in nature. This study contributes the technique, used by the customers to process the odd prices in their decision making process, which could have implications for retailers, pricing managers, researchers and our understanding of how the customers make inferences from the given price information.

Reference available upon request

Well done!, Virtual Team

A study on the contribution of communication competency and perceived supervisory support to virtual team effectiveness.

Submission ID: 890

Submission track: Organization Behavior

Submission type: Masters and Doctoral Students' Papers (MD)

Jude Ashmi Prakash, Christ University, India

Arti Arun Kumar, Christ University, India

Extended abstract

Team effectiveness is assessed to track the overall performance of team members and the area requiring attention to improve the overall performance of the team. A Virtual team's, team members work from different geographical locations for the same goal, (Powell, Piccoli and Ives, 2004). Communication plays a key role in the virtual team operation. Recent literatures on team effectiveness highlight communication as one of the contributing factors. (Badrinarayan and Arnett, 2008) .Virtual team literatures identify that team trust, cohesion and collaboration, the dimensions of team effectiveness when initiated by communication within the team (Lin, Craig and Ying, 2008). The Virtual teams are characterized with an average team size of 7.7 (Kinney and Panko,1996) and communicate through computer mediated communication (Powell, Piccoli and Ives,2004), which include email, instant messaging, tele conferencing and video conferencing (Maznevski & Chudoba, 2000).

Due to the lack of face-to-face communication & non-verbal communication aids, virtual team members require additional competence to communicate the essence of the requirements.(Mohrman, Klein & Finegold, 2003). This communication competency's contribution to the dimensions of virtual team effectiveness is the main focus area of the study.

Recent researches highlight the indirect impact of supervisory support on autonomy, a dimension of team effectiveness (Griffin and Patterson, 2001).The direct relationship effect of supervisory support on communication competence of team members has not been explored. Valuing and recognising the contribution of a team member by the supervisor were considered to boost satisfaction. Loyalty and Job satisfaction indirectly related to communication(Powell, Piccoli and Ives,2004) and team effectiveness, lead to better performance and training of individuals in the team (Griffin and Patterson, 2001)(Tan et al.,2000)and use of more communication methods(Kayworth and Leidner,2000).

The sub focus area is to research the role of perceived supervisory support in the relationship between communication competence and team effectiveness.

Objectives

To assess the communication competency of virtual team members, and

To analyse the relationship between team effectiveness and communication competency.

To study if perceived supervisory support mediates the relationship between communication competency and team effectiveness.

Research Methodology

A convenient sample of people who work in virtual teams were targeted, focussing a minimum eligibility of two years of virtual communication experience.

People working at national and international locations were surveyed.

The questionnaire measured the self-perceived supervisory support (SPSS) through the tool, developed by Eisenberger (2002).

The self-perceived Communication Competency was measured with communication competence scale (CCS) developed by Weimann (1977).

Team Effectiveness and its dimensions were measured through the Team Effectiveness Assessment Measure developed by Udai Pareekh (2000).

A response rate of 83.5 %, showed a normal distribution and a good reliability for each instrument. The mediation was analysed in Baron and Kenny method (1986)

Findings

- * The communication competence of an individual is expected to be 108 for goodness, as per the scale. The mean of the sample was 117. More than half of the responses valued above 117, ranging from 55 to 160.
- * The relationship between team effectiveness and communication competency was negative, highlighting positive relationship of communication competency and team functioning, an aspect of team effectiveness (Udai Pareekh, 2000).
- * Supervisory support did not mediate the relationship between communication competence and team effectiveness.
- * Supervisory Support was not significantly related to team effectiveness.
- * The communication competency's contribution towards the components of team functioning, an aspect of team effectiveness (Udai Pareekh, 2000), correlated with team collaboration, a component of team functioning.
- * Perceived supervisory support had significant correlation with communication competence and team collaboration.
- * Perceived Supervisory did not mediate the relationship between communication competency and team collaboration.

Conclusion and Suggestion

- * Further classification of communication competence, may contribute in identification of the area to be engaged, in terms of competency development for team effectiveness.
- * The other communication competencies required can be focussed, based on earlier classifications (Atkin and Neer, 2002), so that, the exact competency requirement of the virtual team could be identified, to map competency and acquire talent, in the international business environment.
- * The extent of supervisor support in a virtual team, needs further focus, in terms of leadership, employee retention and attrition causes as it indirectly impacts satisfaction (Powell, Piccoli and Ives, 2004)

We have identified the component of team effectiveness hit by communication competency and perceived supervisory support, hence team collaboration through communication and supervisory support can increase team effectiveness.

References available upon request.

BP Oil Spill- A Tale of Contingent Liability

Submission ID: 891

Submission track: Finance and accounting

Submission type: Case Studies & White Papers (CW)

Avinash Arya, *William Paterson University Wayne, NJ USA, United States*
Sia Nassiripour, *William Paterson University Wayne, NJ USA, United States*

Extended abstract

Case Synopsis In 2010, an oil rig operated by British Petroleum (BP) exploded in the Gulf of Mexico spewing out about 172 million gallons of crude oil. This was the worst environmental disaster in history and attracted considerable media attention. As a result BP's stock price nosedived wiping out almost \$100 billion dollar of BP's market capitalization. Tony Howard, the CEO, was forced to leave the company. BP had to pay several billion dollars in penalties and liability claims which are still going on. The case focusses on the accounting issues raised by the spill. It can be used in an intermediate accounting course at the undergraduate level, accounting theory course at the masters' level or, with some guidance from the instructor, in an MBA accounting course. The case provides an excellent opportunity for students to reflect on the conditions: "It is probable that an asset has been impaired or a liability has been incurred" and "The amount of loss can be reasonably estimated." It helps them appreciate the real world difficulties of estimating contingent liabilities. Companies can seldom predict the outcome of lawsuits with confidence (rising to "probable"). Once the spill has occurred, it becomes obvious that a liability has been incurred. However, students need to distinguish between several types of financial obligations to determine the amount to be accrued- Cleanup costs, Compensatory damages to be paid to parties that were affected by the spill, and Punitive damages likely to be assessed against the company as a result of lawsuits.

AICAPA's Core Competency Framework (1999) requires that students entering the accounting profession should be able to identify problems and link data, knowledge, and insights for potential solutions, prepare report with objectivity, conciseness, and clarity. This case exercise helps students develop many of these skills. The case also provides students an opportunity to research GAAP database. Since GAAP has become very large, complex, and is frequently modified, it is not possible for instructors to teach or for students to memorize the entire GAAP. Students must develop their research skills to find answers to accounting issues. **Implementation Guidance** The case can be used in two distinct ways depending on the objectives the instructor wants to achieve. I. **Problem-Based Learning-** The underlying assumption of PBL is that the closer the resemblance between the situation in which something is learned and the situation in which it will be applied, the more likely it is that transfer of learning will occur, a phenomenon known as

"encoding specificity" (Eshach and Bitterman, 2003). For this reason, PBL often confronts students with an ill-structured problem or event description that represents or mirrors real-world problems. Students are asked to define the problem (requiring insight and creative skills), generate solutions (requiring content knowledge and analytical skills), and recommend a course of action (requiring decision-making and communication skills). Instructors interested in this approach can use this sample assignment- "Identify accounting issues raised in the case and discuss appropriate accounting treatment.

Support your discussion by citations from the US GAAP." II. **Question-Based Learning** This is the traditional approach found in most case studies. The instructors, who wish to

take this approach, should give the following assignment to students: What accounting rules apply to oil spills? Discuss both accounting and disclosure requirements as stated in US GAAP. The CEO has suggested that we should estimate the cost of future spills and create a catastrophe reserve account to provide for spill related costs and liabilities. What is your opinion about establishing such a fund? We suggest that you ask students to limit the length of response to four pages if Part I is assigned and to two pages for each question if Part II is assigned (double-spaced not counting references, appendices, tables etc.). Short responses reduce grading time significantly. Students have to use their judgment in deciding what is of relevance and substance to adhere to the space limitations. As future accounting professionals, students need to develop the skill to express their view concisely and succinctly. Optional IFRS Question If instructors wish to cover IFRS, either Part I or II can be assigned replacing US GAAP with IFRS. In this case, either subscribe to IFRS or put a copy of IFRS standards on reserve in the library. An interesting extension is to ask students to evaluate the adequacy of BP's spill-related disclosures by looking at their annual reports. Even though disclosure requirements have expanded significantly in recent years, they are often not given adequate coverage in class instruction or in published cases. Student Feedback Instructors may find it useful to include a brief questionnaire to obtain feedback about the case.

We recommend that the questionnaire be administered only after the assignment has been completed. This is especially important if only part I is assigned (where the objective is to have students identify the accounting issues), since the questionnaire makes it clear that the primary issue is accounting for contingent liabilities.

The Questionnaire is available as part of the case.

Students using internet to seek health information: An empirical study

Submission ID: 897

Submission track: Technology & Innovations

Submission type: Masters & Doctoral Students' Papers (MD)

Asad Ahmad, *Aligarh Muslim University, India*

Obaidur Rahman, *Aligarh Muslim University, India*

Mohammed Naved Khan, *Aligarh Muslim University, India*

Extended abstract

Introduction Internet usage worldwide has grown tremendously in the last decade. Today around 42.4% of the world's population is engaged in using internet (internet world stats 2015). The evolution of internet and technology in the recent years have provided us with highly potent communication which has enabled a new concept of learning i.e. e-learning which is capable of meeting a wide range of our educational needs. Internet helps us in educating ourselves wherever we feel comfortable which saves our time of commuting. Online learning has become more popular as innovative internet learning is being appreciated by the people. As internet is the best medium in this generation it has become a popular means of disseminating information and hence it is being used to transform personal and public health (Escoffery et al, 2005). There has been a growth in online users using internet as a platform to communicate information related to health (Tustin, 2010). Internet has become a relevant source to acquire information related to health issues (Fox, 2008; Kivits, 2006). Majority of the online health info gatherers are young (Hesse et al., 2005). Online health information seekers are categorized as the patient, patients' friends or relatives (Sorensen, 2010). With the factors like experience and the type of information searched the health information seeking behaviour varies (Lorence, Park & Fox, 2006). TAM has been used rigorously to validate the technology acceptance of the people by different empirical research, however the researchers of the healthcare field are lagging behind in this regard (Yarbrough & Smith, 2007). The study aims to validate the adapted TAM model with the likeness of online users to search health information. Scope of the Research Majority of the research in the field of online health information has been done in the western part of the world and the results are not directly transferrable to the other nations (Dewan and Kraemer, 2000; Clarke, 2001). Thus, this research is needed for non-transferability of findings from research in developed countries and also for finding the validation of the TAM in the field of e-health information gathering by the internet users. With India being the 3rd largest internet using nation has an immense potential of online activities and hence a research is required in the field of e-health information gathering. Conceptual Framework The Technology Acceptance Model (TAM) has been found to be one of the most influential models which has been rigorously used to validate acceptability of technology in various contexts (Hu et. al, 1999). This model has a quality of maintaining the principle of parsimony with strong prediction power (Yarbrough & Smith, 2007). Perceived Usefulness and Perceived Ease of Use are the two pillars of TAM which determines the intention of a person to accept or reject an innovative technology (Davis et. al, 1989). Perceived Usefulness (PU) has been defined as the degree to which the user believes that using the technology would improve his or her performance on a task (Jen & Hung, 2010). Technology in this study refers to using the internet to seek health information; whereas task refers to health management. Perceived Ease of Use (PEOU) on the other hand has been defined as the degree to which the user believes that using the technology would be free of effort i.e. easy to understand or operate (Jen & Hung, 2010). Though TAM has been one of the most frequently used model in predicting the acceptance of a new technology, different

researchers have raised the need of incorporating other constructs in the TAM to enrich the existing model in enhancing the prediction of the acceptance behaviour (An et. al, 2007; McFarland & Hamilton, 2006; Wu et. al, 2007). The present research incorporates one additional construct to the TAM model for getting a better results in predicting internet user's intention to use internet to seek health information. The variable incorporated is the Self Efficacy which has been derived from Social Cognitive Theory (SCT) of Bandura. The SCT includes the personal beliefs of the users in accepting or rejecting a new innovation or technology. Hypothesis Ho1: Perceived Usefulness is positively associated with Behavioural Intention Ho2: Perceived Ease of Use is positively associated with Behavioural Intention Ho3: Self-efficacy is positively associated with Behavioural Intention

Research Methodology This study adapted the TAM and the Self Efficacy of the SCT model. The items were worked upon by making minor changes in the language considering the respondents of the study. The items of the scale were measured using a five-point Likert scale (1 = strongly disagree and 5= strongly agree). A total number of 160 respondents were contacted for the survey out of which 150 responses were found to be useful. The respondents used in the study were young internet users who have had at least one year experience of using internet. There have been studies which have found young individuals spend more time in in internet (Sorce, perotti & Widrick, 2005). The sampling technique used in the study is convenience sampling. Software packages SPSS 19 have been used to check the hypotheses and relationship between different variables.

Results The KMO measurement of sampling adequacy value was 0.857, which indicated that the factors caused variance in the variables. In addition, the Bartlett's test of Sphericity value was found to be significant (Chi-square = 12124.781, $p < 0.005$) that was less than 0.05 (Hair et al., 1995; Herington & Weaven, 2007), which proved that the analysis was significant with the sample size of 150. The scale used was found to be reliable as the Cronbach alpha of all the variables were more than 0.6 (Kerlinger & Lee, 2000; Hair et al., 1998; Khan & Adil, 2013). All the three factors used in the study were found to be significant predictors of the internet users' intention to use internet to seek health information.

Reference available upon request

Understanding and Regulating Emotions: Impact on Salesperson Performance

Submission ID: 904

Submission track: Marketing resource management

Submission type: Competitive paper (CP)

John Wilkinson, *University of South Australia, Australia*
Jay Mulki, *Northeastern University, United States of America*

Extended abstract

Effectiveness of employee performance and organizational success depends on a healthy and constructive work environment wherein people share information and resources, seek and assist each other. As the complexity of business increases due to economic and technical change, interdependency among functional groups in organizations also increases. This is especially true for sales, as meeting customer needs is dependent upon salespeople's ability to work with fellow employees. Salespeople act as integrators, marshalling and orchestrating the flow of resources to deliver compelling value propositions to customers (Workman, Homburg, & Jensen, 2003). While firms strive for a smooth professional working environment, it is not uncommon for employees to resort to arguments and verbal abuse at the workplace (Penney & Spector, 2005). Some level of interpersonal conflict is unavoidable when large numbers of people work together. When relationships between individuals are strained, exchange of information becomes difficult and this reduces the employees' ability to work across departments or functions. Conflict between employees can lead to non-cooperation, withholding of effort, and the absence of helping and sportsmanship behavior (Narayanan, Menon, & Spector, 1999). Weiss and Cropanzano (1996) cite affective events theory to state that employees' attitudes and behaviors are impacted primarily by workplace events. Researchers believe that regulation of emotions, which is part of ability-based emotional intelligence, may be especially important in customer interfacing jobs. Salovey and Mayer (1990) believe that high emotional intelligence provides individuals with greater ability to identify, assess, understand, and manage their own emotions and to shape behavior. In this study, we look at the role of salesperson's emotional intelligence in their development of positive behavioral strategies. In particular, we focus on the influence of emotional regulation on salesperson's interpersonal conflict, inter-functional coordination, customer orientation, and, finally, job performance. Conceptual Background Brackett et al. (2010) state that regulation of emotions is most effective when individuals are able to assess their own feelings accurately, and adopt approaches to change negative feelings. Since emotions play a key role in cooperative behavior, an individual's ability to understand and regulate their own emotions can greatly assist in building quality relationships with others. If, as postulated by Schieman and Reid (2008), 'interpersonal conflict at work involves perceptions about exposure to negative forms of interaction' (p. 297), regulation of emotions is likely to lower interpersonal conflict. Thus: H1: Self-appraisal of emotions is positively related to regulation of emotions. H2: Regulation of emotions is negatively related to interpersonal conflict. Firms depend on customer orientation as a major strategy for attracting and retaining customers. Salespeople's ability to regulate their emotions enhances their customer orientation, since they have the ability to control their frustrations even when faced with negative situations. We argue that salespeople who are unable to manage their emotions are more likely to suffer from interpersonal conflict with co-workers. Thus: H3: Emotional regulation is positively related to customer orientation. H4: Interpersonal conflict is negatively related to customer orientation. Mutual trust is required for information to flow freely through the organization. Williams (2007) states that personal emotional regulation strategies help to reduce negative feelings and increase trust. This makes it possible for the accumulated knowledge of the group to be used in a timely manner to take quick action to meet competitive threat. Conversely, interpersonal conflict can make employees resent each other, distrust each other, and withhold information from each

other. Thus: H5: Emotional regulation is positively related to a salesperson's inter-functional coordination. H6: Interpersonal conflict is negatively related to a salesperson's inter-functional coordination. H7: inter-functional coordination is positively related to customer orientation. Numerous studies have established the relationship between customer orientation and job performance (Franke & Park, 2006; Kumar, Venkatesan, & Reinartz, 2008). Thus: H8: Customer orientation is positively related to proportion of goal achieved. Method This study used responses from salespeople working for pharmaceutical companies in Mexico. The survey was administered in Spanish, relying on items from instruments previously published in English. Items were translated into Spanish, and back-translated into English for verification. In total, 851 responses were coded for analysis, 44.9% being from females. Mean age of respondents was 36.07 and average tenure 5.96 years. Results A confirmatory factor analysis for the measurement model indicated acceptable fit indices ($\chi^2 = 1127.87$, $df = 260$; RMSEA = 0.060; NFI = 0.91, CFI = 0.92, TLI = 0.92). Reliability (> 0.70) and AVE (> 0.50) were acceptable, and discriminant validity was supported. SEM was run to test the relationships among the constructs, with age, gender and tenure as control variables. The results of the model shown in Figure 1 indicate an acceptable fit: $\chi^2 = 1239.86$, $df = 328$; RMSEA = 0.055. CFI = 0.94; TLI = 0.93. Results support all stated hypotheses, except for the relationship between interpersonal conflict and customer orientation, and found the impact of interpersonal conflict on customer orientation is fully mediated by inter-functional coordination. Discussion In the competitive market, customer acquisition and retention require customer-oriented employees to build value for customers. This requires a synergistic effort between various employees and departments (Narver & Slater, 1990). While disagreements and conflicts are part of the organizational landscape, the study results show that, when employees are able to regulate their emotions, they can minimize interpersonal conflict and improve inter-functional coordination. This is critical because of the strong impact of interpersonal conflict and inter-functional coordination on customer orientation, which in turn impacts job performance. Weiss and Hughes (2005) assert that 'you can't improve collaboration until you've addressed the issue of conflict' (p. 93). Studies have shown that self-appraisal and regulation of emotions are ability-based, and can be promoted by managerial intervention to create an appropriate work environment and the provision of training (Law, Wong, & Song, 2004). Sales managers should make it a priority to train salespeople to enhance their emotional management abilities, and create conflict management mechanisms for improving job performance of their sales people.

Reference available upon request

To Study the link between Learning Style Diversity and Team Performance with mediating role of Relationship Conflict

Submission ID: 910

Submission track: Human Strategic management

Submission type: Competitive paper (CP)

VARSHA DIXIT, *Assistant Professor,*

Gautam Buddha University, India

Pooja Tiwari, *ABES Engineering Institute, Ghaziabad, India*

Extended abstract

ABSTRACT

INDIA is the World's Largest sourcing destination for IT accounting for US\$124-130 billion. The IT industry has transformed country's image globally. It is now home to a number of IT giants. In the last two decades the growth of Indian IT industry has gone leaps and bounds. The operations of IT firms like Wipro, TCS, Accenture and many more located in different parts of the country have changed the entire market scenario. It has also contributed tremendously towards GDP and exports of the country and has also brought huge amount of foreign exchange to the exchequer. As a result of liberalization and globalization the IT industry has become highly competitive and pervasive. In this dynamic and complex environment, the concept of learning styles has gained much attention. IT industry is knowledge intensive in nature, it demands the workforce having diversified learning oriented behavior and perspectives. This has generated the need of understanding the demographically and psychologically diverse workforce i.e. diversity in learning style. So, it was interesting for the authors to understand the deep level or psychological diversity among the teams in IT industry. IT organizations have team-based structure to perform key organizational activities.

It is a belief of many scholars that the capability of teams are more as compared to individuals working alone to adapt themselves according to a dynamic environment. Moreover, teams are supposed to stimulate the stronger need for flexibility, quality consciousness, and innovation (Anderson & Michael, 1996; Lambert & Peppard, 1993) because it provides platform to the team members for generating creativity and problem-solving competencies among them.

When the individuals work in a team, it is expected that it will stimulate the collective learning (Critchley & Casey, 1989; Edmondson, 1999; Katzenbach & Smith, 1993; Kofman & Senge, 1993; Senge, 1990). Many companies have adopted team learning process to perform the task. In the similar way most of the IT companies are following SDLC (software development life cycle) to accomplish the task or project. When the team is psychologically diverse they also influence the team learning process defines as idea-creation, planning, implementation and decision-making by Jules Claudy (2007) in the current study. The main focus of this research paper is to understand the impact of psychological attribute i.e. learning style diversity and its effect on team learning process and team performance. In the current study learning styles proposed by David Kolb's (1984) has been considered. Conflict is a natural phenomenon which is bound to happen when the team members work together. Therefore, authors were curious to examine the mediating role of relationship conflict between the learning style diversity and team performance. Furthermore, the effects of conflict on group performance have been studied and discussed extensively (De Dreu & Weingart, 2003; Stock, 2004), the relationship between conflict and learning has not been fully developed (Moye & Langfred, 2004). To understand the relationship between learning style diversity

and conflict, (Jehn, 1997) conflict typology has been considered and relationship conflict has been taken as a mediating variable. While considering the previous research some studies have been associated with team learning behaviour (Gibson & Vermeulen, 2003; Lau & Murnighan, 2005), conflict (Jehn, 1997; Jehn et al., 1999) and team performance (Harrison et al., 1998; 2001), but less attention has been given to the analysis of psychological attribute of team members, the way they learn and its relationship with the team learning process and relationship conflict in IT industry. The relationship between different variables has been shown through the conceptual model, developed with the help of literature which has been further tested using multiple regression method.

Quantitative approach has been adopted and data has been collected with the help of questionnaire. In this study, 377 respondents working in 36 teams in 16 organizations as middle level managers in an Indian IT industry have expressed their perception on learning style diversity, relationship conflict, team learning process and team performance. The hypothesis that learning style diversity is positively influencing team performance has been partially supported.

Results indicated non-significant relationship between team learning process and learning style diversity. In addition, relationship conflict has detrimental effect in between learning style diversity and team performance. Further, findings suggest the support for the hypothesis that learning style diversity is positively associated with relationship conflict while latter is negatively related to team performance.

The study is being conducted to explore the role of psychological diversity i.e. learning style diversity and its importance in organizational context. As diversity is considered as a strategic issue by many organizations, it is imperative to understand the role of learning style diversity and analyze its role in detail. It is important for the management scholar and employees to understand the role of psychological diversity in team as for the last decades till June 2015, IT industry continues to be the largest private sector employer in India. The study implies that management should take some strategic initiatives to address psychological diversity along with the surface level diversity as it will be highly beneficial for the organization to take competitive advantage. The present study has been conducted only in IT industry so the findings of the study cannot be generalized. In future similar study can be conducted in other industries or may be in cross-sectional teams. The study can also be extended to understand the role of different learning styles on different stages of team learning process in India. In addition, it has been found in the study that relationship conflict has detrimental effect. Future studies can be conducted to handle the dysfunctional side of conflict. Keywords: Learning style diversity, Team learning process, relationship conflict and team performance.

Reference available upon request

The Tale of Two Towns “ Rural Consumer Behaviour

Submission ID: 911

Submission track: Marketing Management and consumer behavior

Submission type: Competitive paper (CP)

Bidhi Kashyap, *Gauhati Commerce College, Affiliated to Gauhati University, Guwahati, Assam, India*

Extended abstract

Introduction Rural markets call for a lot of time, investment and research to be able to address it successfully and it is only for those who are patient and are long-run visionaries. Several researches have been directed towards the rural areas and in understanding the purchase behaviour of the inhabitants, each one unfolding a new dimension. Hence, further study, like the one done for the following paper, should be conducted to learn more so that they can be reached and served fruitfully. **Business Relevance** Rural customers are evolving and so are their demands. Several researches in various parts of the world have pointed towards the tendency among the rural consumers to out-shop. It will be helpful to the companies if they can gather information about this tendency, which will help them to figure out if it is something that should be encouraged or should they take steps towards the sustainability of rural retailers. It will also be beneficial for them to figure out what is the most sought after format of rural retail according to the consumers. The research will try to throw light on such aspects which can be utilized to devise strategies for reaching rural consumers profitably. **Objectives** The broad goal is to bridge the gap between the rural consumers and the companies. The research objectives are to understand the rural consumers' purchase decision attributes in the purchase of mobile phones and their tendency to out-shop, if any. The study will also concentrate on studying the consumer's preferences towards a particular retail store format “ multi-brand retail stores, multi-brand retail store chains or company's exclusive showrooms. The study also intends to study these attributes across two very different rural town and also to check if the proximity of the places to a comparatively developed town/ city has any effect on the tendency to out-shop. These results will help in suggesting the means to reach rural consumers profitably. **Research Methodology** The areas of study are North Guwahati town of Kamrup district and Halflong town of Dima Haso district of Assam. These areas have been carefully chosen on the basis of their proximity to Guwahati city, the commercial hub of Assam “ North Guwahati being approximately 27km away and Halflong being approximately 332 km away. A sample of 33 and 32 households from North Guwahati and Halflong town respectively have been drawn randomly using the Random Digits table. They have been approached with a structured questionnaire, which were translated into local language of Assamese for North Guwahati and Halflong Hindi and Dimas for Halflong to get accurate answers. Simple descriptive statistics have been used for analysis and presentation of results, for which SPSS and MS EXCEL 2013 have been used as tools. **Major Findings** The rural consumers in both North Guwahati and Halflong towns considered the following attributes to purchase a mobile phone (in order of descending priority) : price, ease of making calls, internet access, camera quality, touch sensitive, multimedia support, brand name, social media support (whatsapp, etc.) To the statements constructed to check the willingness of the inhabitants to out-shop, it was revealed that the inhabitants of North Guwahati preferred to shop within the town unless the store owners in nearby cities are known or are referred by friends/ relatives. Halflong residents tend to be willing to check all the options to shop, within as well as outside of town. The inhabitants ranked various retail formats as follows (in descending ranks): online store, multi-brand store within town, company exclusive showrooms with town, within town shops whose

owners they know, within town shops referred by friends/ relatives, within town any shops, nearest town/ city shop whose owners they know, nearest town/ city shop referred by friends/relatives, nearest town/city multi-brand store, nearest town/city company exclusive showroom and nearest town/city any shop. There exists statistically insignificant relationship between the place of residence and preference to shop from ordinary mobile phone stores and the ones referred by their friends within the town. There exists statistically significant relationship between place of residence and preference to shop in various store formats located in nearby town/ city. Recommendations Given the preference to shop within the town and also the discovery of non-availability of store formats desired by the inhabitants of such towns, it can be recommended that the companies can form alliances to set up new multi-brand retail chains or tie up with the existing ones to open stores in the rural towns. Exclusive company show-rooms can also be considered. The tendency to out-shop has been found to be low with respondents preferring to shop within town stores; unavailability of desired retail formats within the town motivates them to out-shop. The assortment of features desired and ranked higher by the respondents can be taken into account in developing new or modifying current products of mobile phone companies, as they can be expected to readily accept such products. The companies meeting such assorted features can make inventory and distribution decisions while targeting such rural towns. The rural towns are still to catch up on touch phones but they have given thumbs up to mobile phone models promising access to internet and good picture quality. Since majority of these people are price sensitive, these attributes have to be added at minimum cost possible. The advertisements are the most referred sources of information. They should be designed to highlight aspects more attractive to the rural consumers. Online stores have been reported to appeal to the rural consumers. If the companies try to work closely in finding solutions to logistics bottlenecks, they can serve these people at a much lower cost. Government's common service centers' networks can also be utilised for the purpose. Conclusion With further studies and research, the rural market can be captured. There is a need to shift from supply orientation to demand orientation, which will help the companies go a long way!

Reference available upon request

What gives industrial cluster a sustained growth? A network perspective explanation and resource dependence perspective explanation with special reference to Kanpur Saddlery Cluster

Submission ID: 912

Submission track: Sustainable growth

Submission type: Competitive paper (CP)

Sweta Singh, *Indian Institute of Management, Bangalore, India*

Extended abstract

Leather industry in India has maintained sustainable growth in terms of number of firms, growth in sales, increase in number of employment and growth in production for export. Right from the middle of nineteenth century, the leather and leather products industry of India have been catering to international markets. India is one of the largest producers of saddlery goods; and Kanpur Saddlery Cluster (KSC) is the largest producer of saddlery and harness goods in India.

THE RESEARCH QUESTION

Industrial clusters can be defined as “the concentration of specialised industries in particular localities” (Marshall, 1925). Industrial clusters refer to a network of companies, customers, suppliers and other actors such that the locale accommodates small firms producing similar goods. Industrial clusters emerge, grow, stagnate and decline, and sometimes they emerge from crisis and regenerate (Martin and Mayer, 2008). The question then arises: what factors contribute to clusters ability to sustain itself? What are the sources of their sustainability?

The purpose of the article is to analyse the sustainable practices and operations of firms belonging to industrial clusters, with special reference to KSC. The basis for effective functioning of industrial cluster is explored and argued from two prominent paradigm of organizational theory, the network paradigm and the resource dependence paradigm. Both theories explain how environment and social structure can affect economic activities of business. Drawing from network theory perspective, the two reasons understood to facilitate sustained operations and growth in industrial cluster are embedded relations and trust based relations. On the other hand, resource dependence theory focuses on the firm’s ability to establish relationships to access resources which can create dependencies, power imbalances and uncertainty among firms. Firms belonging to clusters try to minimize power imbalances by creating mutual dependence which is beneficial to all actors. Thus, it maximizes the benefits obtained from inter-connectedness and low level of uncertainty.

A network based view of Industrial cluster

Managerial actions are embedded in social networks of relationships (Granovetter, 1985). Relationship with other firms, organizations, and government is characterized by reciprocal services, intimacy and emotional intensity. In addition to co-operative behaviour, dense embeddedness further leads to network closure and leads to cohesive groups which facilitates learning, cooperation and trust. Strong embeddedness of economic transactions in social relations between organizations can depreciate opportunistic behaviour (Granovetter, 1985). And in such clusters where the trade is between local linkages, co-operation with firms outside the district is minimal (Gebreyesus and Mohnen, 2011). Thus, the socially sustainable embedded relationship influence the ability of industrial cluster to sustain such that the economic as well as regional prosperity becomes evident. Industrial districts have been found to have co-operative relations and trust among firms (Sengenberger and Pyke, 1991). Such dense networks are characterized by presence high level of trust and strong compliance of social norms (Tsai and Ghoshal, 1998). Such high level of trust

diminishes the risk of opportunism. In such clusters, economic actors focus on co-operation with whom they have strong interpersonal relationship (Dakhli & Clercq, 2004).

A Resource dependence paradigm explanation

Multiple external players constrain the choice of organization and thus firms are concerned with building acceptance with external stakeholders. In order to sustain, it is important for organization to proactively and efficiently manage competing demands. In response to that, organization tries to minimize dependency and especially aspires to avoid critical resource uncertainty (Nienhueser, 2008). Dependency and uncertainty deriving out of environment impacts power distribution and resource acquisition. So, organization tries to maximize independence & certainty and takes measure to cope up with the same (Hillman et al., 2009).

In Industrial cluster both vertical and horizontal co-ordination are prevalent (Chakrabarti and Varman, 2009). Manufacturing units in industrial cluster form alliances with suppliers for raw material, and with distributors for catering domestic demand and export. The firm's ability in industrial cluster to establish relationship with suppliers, business associations, customers in order to access resources determines their business functioning. Industrials clusters manage dependencies and reduce the constraints created by their environment by creating mutual dependence, power balanced relations and reducing the level of uncertainty in the environment. This joint action of various actors in an industrial cluster can derive competitive advantage from local economies (Schmitz, 1999).

CONCLUSION

Both resource dependence and network perspective focus on the cooperative side of relationship formation and are relation based paradigms. The analysis of KSC from resource dependence perspective reveals that, mutual dependencies, power balanced relations and low uncertainty in inter-firm setting can predict their performance and growth sustainability. On the other hand, from network perspective, embedded and trust based relationship and relationship based on social similarity can facilitate co-operative behaviour among the firms within a cluster.

Reference available upon request

Indicators of Employee Trust Building During Mergers And Acquisitions

Submission ID: 916

Submission track: Human Strategic management

Submission type: Competitive paper (CP)

Anjali Bansal, *Mudra Institute of Communications, Ahmedabad (MICA), India*

Extended abstract

Introduction and Background of the Study This empirical investigation attempts to explore the relationship of employees' element of organizational trust with their perception of the processes and practices of the merged organization during post "M&A integration (PMI) phase. Specifically the HR initiatives, communication, and cultural convergence variables were studied as important determinants of employees' trust. Mergers and acquisitions (M&As) have now a days become the crucial growth drivers of the organizations. But unfortunately, the literature of M&As majorly focuses on their financial and operational aspects while sidelining the employees' facet, which resulted in the failure of more than two third of M&A deals (Carlton & Lineburry, 2004; Valant, 2008). Herriot, Hirsh & Reilly (1998) outline how transitions during M&As within the employment relationship are based on assumptions of trust. Employees are the significant stakeholders in the success of organizations and corporations (Cravens & Oliver, 2006; and Kim, 2011), and thus the favorableness of perceptions held by the employees also plays a significant role in determining their level of trust within the organization (Bansal, 2015 in press) and the subsequent performance of the organization. Following are the broad objectives of the current study: To do an empirical analysis of the relationship of employees' trust and employees' perception of HR initiatives, communication, and cultural convergence. To unearth the predictor of employee trust in the context of M&As. **Literature Review and Theoretical Framework** In change situation, employees' likeliness to trust the organization's intent depends on their favorable perception of the practices of the merged organization. According to Nordhaug (1989), a key mechanism by which organization's intent is conveyed through human resource practices, such as communication, training, and redundancy policies. In a context like M&A, employees are faced with the challenge of transformation and the need to reengineer their HR processes and systems in compliance with the practices of both the merging entities. Perception of fairness of the newly integrated practices is an important determinant of employees' trust during change (Hopkins & Weathington, 2006). This leads to following hypothesis: H1: There is a significant relationship between employee perception of effectiveness of HR initiatives and employee trust during M&As.

The next and another crucial variable, studied is communication. The relationship between trust and the effectiveness of internal organizational communication is complex and has been studied extensively from the socio-psychological point of view (Harris, 1993; and Shockley-Zalabak, Ellis & Winograd, 2000). Effective communication outlining the new demands and expectations of employees plays significant role in reducing the uncertainty by confirming the non- substitutability and synergy of retained staff within the new culture. This discussion leads to the development of following hypothesis:

H2: There is a significant relationship between employee perception of effectiveness of communication initiatives and employee trust during M&As.

According to Haspeslagh & Jemison (1991), Nahavandi & Malekzadeh (1988), and others it is important to focus on the integration of cultures during M&As- that is, on the development of organizational culture with compatible beliefs, values, and practices. The top management of the merged firm often struggles to establish and sustain a culture which can be trusted by the employees of both the merging firm. The issue of cultural differences was taken into consideration by Chao and Moon (2005), who introduced the idea of a 'cultural mosaic'. An effectively built trust characteristic within successful M&A boundaries requires the two organizations to have at least some degree of similarities, which may be at strategic or at operational level. Thus, effective cultural congruence is important from employees' perspective of trust building. This discussion leads to the development of following hypothesis:

H3: There is a significant relationship between employee perception of cultural convergence and employee trust during M&As. **Research Methodology** This empirical study of integration is based on Causal Survey Method wherein the various variables determining employees' trust in the merged firm were identified. A mixed method research design was adopted. The three M&A transactions chosen were selected using a convenient sampling. The surveyed participants were the employees of the acquired firm. 250 respondents were chosen randomly from the list of employees given by the HR department. A questionnaire was prepared keeping in mind the proposed enablers of trust during M&A integration. This instrument used standardized questionnaires of variables under study, as well as also included two self-constructed open ended questions to obtain detailed employees' insights on organizational practices. Finally, 138 filled questionnaires were received, which were further analyzed using correlation and regression methods.

Results and Discussion The purpose of this scientific investigation was to study the correlates and predictors of employee trust in senior management to obtain the employees related measures of integration success during M&As. In this study the relationships between trust with the perception of effectiveness of HR initiatives, communication done, & cultural convergence institutionalization practices were studied. Interestingly, trust was found to be strongly significantly correlated with employees' perception of effectiveness of HR initiatives ($r=0.615$, $p<0.01$), while with communication, the Pearson's correlation coefficient for trust was also measured to be significant ($r=0.413$, $p<0.01$). Cultural convergence also played a significant role in building trust of employees on senior management of the newly merged organization ($r=0.407$, $p<0.01$) respectively. Multiple regression analysis was conducted to determine which factors contributed to the variance in employees' level of trust during M&As. All three independent variables were found to be the significant predictors of trust (Step III, $F=29.686$; $p<.00$). These were "" perception of HR initiatives, perception of cultural convergence, and perception of communication in the order of importance. All three predictor variables together accounted for 43.7% of the variance in employees' level of trust (Step III, Adjusted $R^2=.437$). This is also evidence by the employees, as one of them reported, "I am scared would I be able to survive here, hardly, I understand the system of this acquiring firm". This is in congruence with the work of Saunders & Thornhill (2011), who in their study also emphasized on the fact that employee trust takes time to develop, especially during a time of chaotic changes like integration.

This study has crucial implications for both, M&A managers and management and social science researchers. Managers who opt M&As as their strategy to grow big in size, to diversify in their product lines and technologies and who want to leverage the benefits of acquiring from different geographies crucially need to understand the difference in the cultural patterns of two merging organizations so that they could manage employees related psychological issues well in time. This study also has implications for social science, psychological and management researchers. The research in developing economies, such as in India is still in the nascent phase where very less or no emphasis has been given to the soft issues of M&As. This research provides future directions to

the researchers who intend to explore this highly diversified and challenging change situation.

Reference available upon request

Gender in Education Advertising : Issues and Implications

Submission ID: 929

Submission track: Gender Equity and Women Empowerment

Submission type: Competitive paper (CP)

Dilpreet Singh, *Chitkara University, India*

Namrata Sandhu, *Chitkara University, India*

Extended abstract

INTRODUCTION AND REVIEW

Gender portrayals in advertising have received extensive scholarly attention. They are among the most researched topics in advertising ethics (Hymen, Taney & Clark, 1994). Commonly cited issues that have worried advertising critics are the limited focus on women (Tuchman, 1979), gender stereotypes (Furnham, Mak & Tanidjojo, 2000), gender asymmetry (Stern & Taylor, 1997), authoritative and dominant representation of men as compared to women (Coltrane & Messineo, 2000) and emphasis on patriarchy (Lee, 2004).

Past research has accused advertisements of reinforcing power roles, which establish the secondary position of women in the society (Mayne, 2000). The sexist portrayal of women (Royo-Vela, Aldas-Manzano, Kuster-Boluda & Vila-Lopez, 2007) patronizes them (Sharpe, 1976) and locks them into subordination. Surprisingly, advertisers have also extended their preference for the male gender to children's advertisements (Browne, 1998; Graves, 1999) and advertisements for gender-neutral products (Childs & Maher, 2003; Maher & Childs, 2003). In recent years gender portrayals in advertisements have undergone a change. The magnitude of dominance of men has decreased. But despite this change, sex-role stereotyping still exists in advertisements (Neto & Silva, 2009; Gentry & Harrison, 2010; Rubie-Davies, Liu & Lee, 2013). Women unfriendly depictions damage society and morality (Chan & Li, 2007; Hellemont & Bulck, 2012). They also harm the marketers by discouraging purchase of advertised product (Kim & Lowry, 2005). They perpetuate sexist gender role expectancies, which though unintentional are long lasting and difficult to reverse (Pollay & Gallagher, 1990).

OBJECTIVE

The objective of the current study is to examine the use of gender in television commercials for educational services and discuss its implications for society and marketers.

METHODOLOGY

In the current study, the use of gender in education advertising is examined at two distinct levels: (1) within the entire advertising sample, and (2) within advertisements for the two product types (play way/kindergarten/school and college/university). **Research Method** The study has used content analysis of taped television commercials for examining the use of gender in education advertising in India (Kolbe & Burnett, 1991).

Sample During the admission season (May-June) in 2014 and 2015, 129 relevant commercials were conveniently taped from different national and local channels in Punjab. Local channels were included in the study since the national channels failed to provide an adequate sample (only 22 national commercials were available). Excluding duplicates and commercials that did not fall into the

category of education advertising, the final sample constituted of 53 commercials. 52.83 percent of the final sample constituted of advertisements for universities/colleges and 47.17 percent of the sample constituted of advertisements for play ways/kindergartens/schools.

Variables

The variables used for content analysis of television commercials were: (1) ad orientation, (2) gender of voice-over, (3) gender of dominant product user, and (4) gender of main character. These variables have been adopted from the scale developed by Maher & Childs (2003). Coding and Reliability Two postgraduate students of different genders coded the television commercials independently. Prior to coding, they were made familiar with the variables and their categories in a training session in which ten commercials were coded. The queries and doubts of the coders were also addressed during this session. To establish the reliability of coding, the reliability index as proposed by Perreault & Leigh (1989) was calculated. The results show a high degree of agreement (over .88 in each category). The errors in coding were resolved by the authors independent of the coders.

Hypotheses

Based on previous studies, it was hypothesized that male gender roles will dominate over female gender roles in television advertisements for educational services. This hypothesis was separately examined for each study variable. Further, to assess the use of gender within the two product types in the advertising sample, it was hypothesized that the magnitude of dominance of male gender found in advertisements for higher education will be significantly higher than that found in advertisements for school education.

FINDINGS AND IMPLICATIONS

On inspection of the entire advertising sample, preference for the male gender was found to exist in three of the four measures used to examine stereotypic expectancies. This preference was found to be substantially higher in advertising for higher education than advertising for school education. The expectancy theory suggests that media actively contributes towards the understanding and exhibition of gender appropriate behaviors. Media facilitates role expectancies of the target audience (Maher & Childs, 2003). Therefore, the advertisers' bias towards the male gender in the gender-neutral category of education is a matter of grave concern. Repeated exposure to education advertising may lead to the accumulation of expectancy effects, which may establish/reinforce the misconception that women are inappropriate consumers of educational services.

This misunderstanding may adversely impact the intentions of women interested in education or parents interested in educating their daughter. From the point of view of society this understanding may further the already low level of female literacy in Punjab (especially higher education). In fact, this misunderstanding may have already contributed to gender inequity in education in Punjab. From the point of view of marketers, this misreading may lead to loss of sales and revenues. By failing to communicate that women are valued customers, marketers may be overlooking a viable opportunity to expand the total market. It is thus in the interest of society and marketers both to represent women and men in equal roles in education advertising. This can be achieved by dual and balanced gender representations. Advertisers can also seek gender neutrality. Therefore, when attempting self-regulation in advertising, gender symmetry is an important factor to be considered. It can help serve desirable social and commercial ends.

LIMITATIONS

The sample for the study was drawn from the state of Punjab in India (31 of the 53 advertisements in the sample were taped from regional television channels in Punjab). Thus, the results of the study may not be representative of other Indian states, such as Kerala and Mizoram, which have achieved universal female literacy. A longitudinal or cross-country analysis could not be attempted due to lack of previous studies in the category of education advertising.

Reference available upon request

Attitudinal Barriers In Education: Experiences Of Disabled Women In Odisha

Submission ID: 935

Submission track: Gender Equity and Women Empowerment

Submission type: Competitive paper (CP)

Sankalpa Satapathy, *Indian Institute of Management Calcutta, India*

Extended abstract

Disability is regarded as a punishment for sins of a previous birth and is highly stigmatized in the Indian society. India is also largely patriarchal where women and their interests have always been pushed to the background. Given this, women and girls with disabilities are subjected to double discrimination: sexism and disability bias (Fine and Asch, 1981). Discrimination against disabled people is rampant and they suffer from multiple barriers - physical, economic, health, educational, legal and attitudinal. These biases multiply in case of disabled women and they are more likely to live a life plagued by poverty and ill health. Disabled people of India comprise 2.21% of the total population as per 2011 Census among which 44% are women. About 55% of the disabled population is literate compared to the literacy rate of 74% in the general population. With literacy at 45% among disabled women compared to 62% among disabled men and 65.5% in the general female population, there still remains much ground to be covered. Disabled boys outnumber their female counterparts in enrollments across urban and rural India in general and in special schools (Kalyanpur, 2008). This difference remains despite the passing of the Persons with Disabilities Act in 1995. This was a landmark legislation promising increased access to educational, health and vocational opportunities for the disabled. However, architectural barriers, financial constraints and attitudinal barriers lower the chances of physically disabled women aiming for higher education (Halder, 2009). Rousso (2003) discusses at length the issues faced by disabled girls in seeking education. It highlights the major research gaps that exist with respect to gender and disability bias interactions and identifies attitudinal barriers as one such gap. It further recommends undertaking research that involves disabled women themselves. While a few papers since then (see Dhungana, 2006; Lamichhane, 2013) discuss these issues, literature relating to attitudinal barriers harming educational attainment of disabled girls remains scarce. It is more so in India, where, despite increased concern about special needs education for more than two decades, the situation remains bleak (Disability World, 2002). Also, barring the African region, India has one of the highest disability-adjusted life year, i.e., DALY rates (WHO, 2012). It is in this context that I explore the education-based experiences of disabled women. This is to understand why their educational attainments are starkly lower despite separate gender neutral policies for the disabled. In particular, I examine the different types of social attitudes faced by disabled women with respect to their education to see if it impacts their educational attainment. For this purpose, I conducted semi-structured in-depth interviews with twenty seven women from urban and rural areas of Odisha. Sampling was done to include women from various strata of the society since economic and social statuses have been found to influence educational levels. The women ranged from 18 to 60 yrs. Content analysis was used to analyse the data. Education is still not deemed important for a girl child in India. Given this, it was expected that disabled girls would be further prejudiced against. Numerous reports by UNESCO and others estimate that literacy rate among disabled women in the world is about 1% (Groce, 1997; Ruosso, 2003). However, it was found that majority of the women in this sample had completed secondary education. Five women had graduation degrees and four had post-graduation degrees. However, for the majority, school was not a very happy experience. Transportation and accessibility to school premises were some of the major issues which led to discontinuance of schooling. Discouraging and taunting remarks by community members, apart from financial and mobility problems, was also a reason for girls dropping-out. However, there were both positive as well as

negative reactions towards these women at schools and from educators. Disabled women who went for higher studies had better experiences because of understanding and helpful peers and teachers. Familial support was found to be a major driver for the education of disabled women since it sometimes helped override the negative attitude of community members. However, for most parents, education was a means to financial independence for their daughter. The conviction that these women with disabilities should have some employment finds its roots in the belief that they will have to support themselves in the future. This is because they are deemed unmarriageable and thus, it is expected that they will have no family support to back them (see Groce 1997; Ghosh, 2014). This reinforces a negative stereotype for the disabled women even though it increases the possibility of higher education. Overall, the findings from this study show that a positive and encouraging community setting is integral in ensuring that disabled women use the opportunities available to them (Hegarty, 1998). While current policy measures aim at improving accessibility and increasing opportunities to help improve a disabled girl's chance at education, legislative measures may be futile if community support remains absent. Ignorance of the social aspect may be a key reason for disability policies still being unable to pull disabled girls out of their bleak current situation. The policy makers should thus, engage more in increasing awareness about disability as a medical issue to garner social acceptance for the disabled along with forming more tangible policies. Campaigns like 'Beti Bachao' and 'Pulse Polio' are examples of how social change can be obtained through spreading awareness. While the 'Accessible India' campaign is a step in that direction, social acceptance of the disabled requires not just accessibility but large-scale awareness that can help change rigid social mindsets. Incentivising girl-child education, till parents and society start to recognize the capabilities of disabled girls for themselves, may also be a useful policy change.

Reference available upon request

Research to study employee engagement and factors influencing it at EMRON

Submission ID: 937

Submission track: Human Strategic management

Submission type: Masters & Doctoral Students' Papers (MD)

Divya Rajesh Kale, *Pandit Deendayal Petroleum University, India*

Ashutosh Muduli, *Pandit Deendayal Petroleum University, India*

Extended abstract

If questioned about what contributes the most in making one company more successful than another, then the majority responses can be "Better products, services, strategies, technologies or, a better cost structure". Although all of these contribute to superior performance, but they can be copied over time. The one thing that creates sustainable competitive advantage, providing greater return on investment, company value and long-term strength "" is the workforce. High work engagement has been linked to high in-role performance (Salanova, Agut and Peiro 2005). Also, there is a direct correlation between corporate responsibility and employee engagement. The engagement level is twice as high (54% v/s 25%) among those who say they are proud of contributions their organization has made to the community (Dale Carnegie). In the fight for competitive advantage where employees are the differentiator, to achieve employee engagement is the ultimate goal of the organization. Recently, research and academic support for the benefits of an engaged workforce appears to be growing. Increasingly it has been proved that employees who are more engaged with their work are said to be more likely to behave in positive and cooperative ways, to the benefit of both the firm and themselves. It is also argued that engaged employees outperform others by showing heightened interest in their work and being prepared to 'go the extra mile' for their organization.

The claim has also been made that engaged employees see their work as more meaningful and fulfilling, and appear to experience increased job satisfaction. Whilst much of the recent literature attempts to demonstrate either the link between engagement and organizational performance, very few numbers of researches has addressed engagement both from the antecedents and outcomes perspectives. Further, when it comes to the studies related to the antecedents of employee engagement, most of the studies examined the antecedents from psychological perspectives. Agreeing with Bakker et al. (2011, p. 7) argument that there is much more research required on examining the 'climate for engagement', the study focused on the role of management practice in delivering engagement. This adds to the comment that 'there is an opportunity for further academic exploration into the ability of management to promote a supportive organizational environment'.

Further, very few studies have been conducted in the context of Indian socio cultural context. Thus, the current study focused on studying the level of employee engagement and examining the relative contribution of various organizational practices (organization climate) on employee engagement in an emergency service delivery context.

The study has been conducted in the context of a professional Emergency Service Provider in India. One of the major focuses of the project is to study and measure Employee Engagement at EMRON (name changed). EMRON is a pioneer in Emergency Management Services in India. As a not "" for "" profit professional organization operating in the Public Private Partnership (PPP) mode, EMRON is the largest professional Emergency Service Provider in India today. The researcher selected the Emergency Management Services related organization as engaged employee is critical to service industry and more specifically to emergency services. The Project aims at

checking the effectiveness of employee engagement considering satisfactory services delivery as an outcome. The said objective is tested with the help of questionnaire based on Gallup Q12 Survey. Also, the organizational climate capable of promoting employee engagement is being explored.

For this, 9 factors were identified, further with the help of factor analysis using SPSS the most prominent facilitators are deduced. For this purpose, both quantitative and qualitative data were collected from 3 departments of the organization viz, Operations, Sense and Support Staff. While employee engagement level has been studied through a questionnaire based upon the Gallup Q12 survey, organizational climate has been studied through a series of 27 statements preceded by an overall assessment of the participant's satisfaction with their organization. Three additional open-ended optional questions are also included. Organizational outcome has been studied through beneficiary satisfaction index.

The result shows high employee engagement level at EMRON. Further, the result related to organizational climate factors shows that 3 factors namely (i) Honor, Pride and Respect from the Society (ii) The cause of saving lives and (iii) EMRON-The organization as the most significant factor whereas Salaries & Benefits, Outdoor activities, HR policies and practices, peers support, supervisors support and rewards and recognitions have less contribution to the Employee engagement levels. The result suggests that to sustain high level of engagement in the organization, EMRON should give more priority in implementing the related practices to promote Honor, Pride and Respect from the Society; the cause of saving lives and EMRON-The organization. Further as organizational climate in the form of Salaries & Benefits, Outdoor activities, HR policies and practices, peers support, supervisors support and rewards and recognitions have less contribution to the Employee engagement levels, the probable reasons for this can be the level of implementation of the said work practices. The study result has important managerial implications in the sense that high level of employee engagement requires organization to create an environment where people can find their contribution benefitting directly to the society and beneficiaries. Considering the significant contribution of 'EMRON-The organization', employer branding can be considered as a significant practice to be adopted for enhancing the level of branding. However, the interpretation of the study result is subject to limitations. For example, as the study has been conducted in the context of an emergency management organization, the result may not be relevant for all the organization. Future study should be conducted in other industry context.

Reference available upon request

Role of Microfinance in Alleviation of Gender Inequality in India

Submission ID: 941

Submission track: Financial Inclusion: Access to Credit and other Financial Services

Submission type: Competitive paper (CP)

Anshu Dawer, Research Associate Asia Pacific Institute of Management, New Delhi, India

Extended abstract

Gender inequality is pervasive in India. So is poverty. But the relation is direct. More gender inequality leads to more poverty. The reason is that higher gender inequality leads to lesser participation of women in developmental policies and plans and so women remain neglected and sidelined. When nearly half of the total population will not participate in a country's plan to grow, how can the outcome of those plans be near to success? Therefore all the government initiatives to eradicate poverty from India will only materialize if women from all array of society, be it poor or affluent, will be given an opportunity to participate.

In modern urban population of India cases of gender inequality may have subsided but rural India still is marred by this curse. Several governmental policies have targeted gender inequality in the past but the problem still remains. After 67 years of independence India still cannot claim that its daughters have been taken equally in all spheres of life as its countrymen. Poorest of the poor member of rural India “ the rural women have usually been targeted by the prevailing microfinance programs because such programs proclaim that they have been successful in increasing women's financial condition and decision making ability, which results in more money and resources for their families and their overall betterment. On the other hand, international evidences like that of Grameen Bank in Bangladesh, Accion International and Bancosol in Latin America existing since four decades find themselves unable to declare the success rate of their programs in reducing gender inequality. On the contrary some studies find that microcredit sometimes leads to reinforcement of gender inequality. Microfinance programs in India have been achieving fast growth since past decades. Microfinance Institutions (MFIs) in India operate as NGOs (registered in the form of societies or trusts), Section 25 companies and Non-Banking Financial Companies (NBFCs). The primary lenders to microcredit institutions in India are Commercial Banks, Regional Rural Banks (RRBs), cooperative societies and other large lenders. 78% of funding to MFIs (Micro-Financing Institutions) came from banks and rest from other financial institutions (Source: Microfinance Institutions Network, 2014). In India, micro financing is one the important tools for financial inclusion of the poor. Bringing the poor into the mainstream by advancing credit solves many socio-economic problems. In short, micro financing is considered to be a powerful tool to attack poverty in rural India. Improving access to credit for rural producers, landless farmers and poorest of the poor with low or no income with special attention to the needs of women, disadvantaged and vulnerable groups is the way out from vicious circle of poverty and gender inequality. There are numerous micro credit and micro finance schemes available to the rural poor in India but the exact reach and benefit of the schemes especially with respect to women empowerment and deduction in gender inequality is still untapped. But, it can be well inference that if the ultimate goal is to reduce gender inequality then a mere reliance on micro financing would not do. Instead, micro financing should be accompanied with other programs targeted at reducing gender inequality. The current paper seeks to identify the extent to which microcredit plays a role in reducing gender inequality and accelerating women empowerment in India. When the world is talking about inclusive growth and development, women empowerment and gender equality play a significant and decisive role. Gender equality is not only important for women empowerment but also for family, community and country's prosperity. Micro financing has emerged as a powerful name in rural and agricultural credit and financing with special reference to its

contribution to women entrepreneurship. The sequencing of the current research work would be such that we will assess the current absolute state of gender inequality in India. Further, we shall discuss the term micro financing in detail. Thereafter we will discuss the relative benefit that micro financing offers to women who are most affected by gender inequality and poverty. At the end the paper shall put light on micro financing in India while discussing the assessment of its success.

Reference available upon request

Social Entrepreneurship in India :A Contemporary Case Analysis

Submission ID: 942

Submission track: Entrepreneurship, Social Entrepreneurship

Submission type: Presentation Papers (PP)

Kanwal Anil, *School Of Business Public Policy And Social Entrepreneurship(SBPPSE) Ambedkar University Delhi , India*

Extended abstract

This research looks into the contemporary social entrepreneurship businesses flourishing in India primarily focusing on the for-profit business models. It basically focuses on studying their business models and their value proposition, the livelihood generation they do, their scalability and sustainability issues and the road ahead for them. Interestingly these social enterprises are also taking into their folds some new and upcoming concepts like crowd sourcing and impact sourcing which are also points of study of the research. Finally self-sufficiency and reliance of these organizations on 'earned income', the most widely discussed concepts in social entrepreneurship (Anderson & Dees 2004) is also one of the major thrust areas of this study. The historical perspective of social enterprise can be traced back to pre-independence movements led by Vinoba Bhave and more recent movements which culminated into formation of enterprises like Amul India, Arvind eye care hospital, Barefoot college, Narayana Hrudayalaya, Fab India, BASIX etc. The more recent ones which are governed by the for-profit models of business being Upasana, Desicrew, Eko Financial Services Private Limited, Micro Pensions, Nextdrop and Earthen Life are covered in this research. The owners of such unique enterprises heavily draw their business models and their philosophy from Late Professor CK Prahalad's concept of 'fortune at the bottom of the pyramid'. Peredo, Anderson, Benson, Honig and Dana (2004) define social enterprise as "organizations combining resources towards the delivery of goods and services that provide social improvements and change. Rather than leaving societal needs to the government or business sectors, social entrepreneurs find what is not working and solve the problem by changing the system, spreading the solution, and persuading entire societies to take new leaps."

Thus it would not be wrong if it is said that Social enterprises are for 'more-than-profit,' (Bev Meldrum, formorethanprofit.wordpress.com) making adequate use of meticulously blended value business models that combine a revenue-generating business with a social-value-generating business entity. It may be summarised that typical sectors of investment of social enterprises are affordable healthcare, affordable housing, water and sanitation, agriculture, energy, education, livelihood promotion, and financial inclusion (OIFC, 2014). Thus, creation of certain products and services for the third sector whose needs are met neither by the private nor by public sector, is the highlight point of the social enterprises today. But many of these social entrepreneurs may argue that the social good is just a consequence of their for-profit business model. The new breed of social entrepreneurs are change agents who are creating innovative solutions for a new and better India few of whom are analysed below. Earthen Life (<http://earthenlife.com/>) is a start-up social enterprise which provides sustainable waste management solution by converting organic waste to renewable energy at source while taking an inclusive approach of integrating the waste pickers and other low income communities in the value chain. The enterprise believes while centralized waste management solutions have scalability merits, they come at a price of displacing the informal sector in developing countries like India.

Desicrew (<http://www.desicrew.in/>) is a business support services company based out of Chennai. It provides service excellence and cost efficiency to clients by leveraging its expertise in the impact sourcing space. While being a pioneer of this model has earned them recognition nationally and globally, they believe that their continued efforts to innovate and strive for

excellence has ensured greater value for all their stake holders. Next drop (<http://www.nextdrop.com/>) a social venture deals with the intermittent water supply in India. The venture's catchment area is Hubli and is an integrated network between residents and valvemen people will no longer have to wait for indefinite hours for the valveman to release water. If they subscribe to the services of Next drop, they will get information about the exact day and time of water supply to their respective areas on their mobile phones. To keep the social business running each family will be charged Rs. 10 per month for the services. For BPL families charges are Rs. 5.

Upasana (<http://www.upasana.in/>) is a social enterprise based in Auroville, Tamil Nadu, with a vision to seamlessly weave together fashion, design, Indian culture, business, social responsibility and spiritual progress. The spirit of work in Upasana, with its numerous thoughtful projects, is that work is not a way to earn one's living, rather a way to express oneself and to develop one's capacities and possibilities while serving the world. Invest India Micro Pension Services (IIMPS), (<http://www.micropensions.com/>) is the only social enterprise in the world focused exclusively on encouraging and enabling low income informal sector workers to accumulate micro-savings for their old age. MPS has developed a proprietary Micro Pension ® model as well as a scalable and streamlined, technology-led platform capable of delivering a range of non-credit financial services to the working poor at an affordable transaction cost.

All the above enterprises have unique 'for-profit' business models which are scalable and sustainable and follow the concept of 'double bottom line'. They are not only providing products and services for the third sector but also providing avenues for social as well as economic upliftment of this sector and its people. In contrast to using government subsidies and donations these organisations now are moving on to the concept of 'earned income' and getting self-reliant for their sustainability and sustainability of this sector realising that tremendous opportunities lie at the bottom of the pyramid.

Reference available upon request

Payment Banks and Small finance banks in India: A Primer.

Submission ID: 945

Submission track: Financial Inclusion: Access to Credit and other Financial Services

Submission type: Case Studies & White Papers (CW)

Kanwal Anil, School of Business Public Policy and Social Entrepreneurship, Ambedkar University, Delhi, India

Extended abstract

The objective of this paper is to present a primer on evolving concept Payment & small finance banks in India and the related procedures the central bank of India is setting for it to come into action for the purpose of financial inclusion of marginalised sector of the population. The main objective of the payment banks is to increase the financial inclusion by providing small saving accounts , payments and remittances services to migrant labour workforce, low income household , small businesses and other unorganized entities . They are not eligible to give any loans to individual customers. The bank will provide basic banking services to people who currently do not have a bank account . According to the recent survey India has around 90 crore mobile users and out of which are 70 crore are active users . The total number of mobile subscriber in rural areas are 38 crores . The payment banks are expected to leverage technology to offer low cost banking solutions to the low income group . Finance Minister Arun Jaitley in the interim budget speech on July 10, 2014 had announced setting up of small and differentiated banks . RBI has been given the authority to create a frame work for licensing small bank and other differentiated banks . The concept of payment bank can be understood with an example, When salary is paid to the car driver in cash so as he does not have a bank account that is why he generally sends money to his family members through known people or he may use money-order facility to remit the cash. At this point of time the role of payment bank come into play where the bank become a facilitator for the transfer and collection of cash through low cost banking solutions and encourage cash less transactions . The need of payment bank is to become the mobile service provider. It makes handling cash easier. For example one can transfer money using one's mobile phone to another bank or to a another mobile phone holder and also receive amount through the mobile . The other advantage of payment bank is to pay interest rate on saving accounts (Rates are yet to be specified)The other advantage of the bank is that it will allow the security of cash in hand with the low- income group . Generally people in rural areas lend or deposit their hard- earned money with money lender. The bank will bring a lot lot of difference in the lives of lower income group people .For the first three years of operations twenty five percent of the branches would be in unbanked rural areas. But the The participants of the payment banks can be individual , professional, Non- Banking Finance Companies, Mobile telephone companies, super "" market chain, public sector entities . A promoter group can have a joint venture with existing scheduled Commercial banks to set up payment banks . Please see the annexure attached There has been 41 applications for the payment banks and 72 application for the small finance banks which has been received by RBI. Usha Thorat will chair the External Advisory Committee to evaluate the applications received for Small Finance Banks , while Dr. Nachiket Mor will chair the External Advisory Committee for payment banks .Two External Advisory Committee will evaluate the applications received for setting up of small finance and payments banks and thereafter make the recommendations to the Reserve Bank The scope of activities of the payment banks would be acceptance of demand deposits where the payments are restricted to holding a maximum balance of Rs. 1,00,000 per individual customers. Issuance of ATM/ debit card but credit card cannot be issued. The payments and remittance services are done through various channels. It also includes distribution of non-risk sharing financial products like mutual funds units and insurance products etc.

SMALL FINANCE BANKS They will be similar to the existing commercial lenders . The bank will undertake the basic banking activities of accepting deposits and they will lend to the unserved and underserved sections of the society .The maximum loan size and investment limit exposure to single and group obligators shall not be more than 10 percent and 15 percent of the capital funds. There are many challenges of the payment banks .India remains a cash- based society where there is a huge preferences for physical cash . According to the Intermedia Financial Inclusion Insight Survey of 45,000 Indian adults which was taken in the year 2014 it was found “82 % of adult consider cash to be the best tool for small to medium transactions and over 80 percent of the urban and rural respondents received remittances in cash and in person.

The second challenge for the payment banks would be to deal with the customer who does not have an account , but simply hands over the cash to the agent who facilitates the transaction on the customer behalf. It can become difficult to get customers shift into account- based transactions as there are many over the counter transactions. It can be one of the recommendations to the Payment Banks to not to accommodate cash based transactions.

But there are certain revelation s on the success of these small banks which shows that In the US they are called Community Bank , a few are doing well such as State Bank of Texas and Prins Banks, but overall they hold less than 15 percent of the country's total banking assets. Fot the payment banks to be successful they will have to be niche banks but it has to be in terms of customer or product. There have been small banks in India for a long time, but their impact has been limited . Urban Cooperative Banks have an even smaller share of 3.5 percent while the regional rural banks share is 3 percent. Moreover, most of them have been built by lending to wealthy traders and not to a particular section.

Reference available upon request

GARCH BASED CONDITIONAL VARIANCE FORECASTING USING ARTIFICIAL NEURAL NETWORKS

Submission ID: 947

Submission track: Finance and accounting

Submission type: Presentation Papers (PP)

Taufeeque Ahmad Siddiqui, *Centre for Management Studies, Jamia Millia Islamia, New Delhi, India*

Yusuf Abdullah, *Centre for Management Studies, Jamia Millia Islamia, New Delhi, India*

Extended abstract

Volatility modelling is of great essence for Portfolio managers and market traders alike. Volatility forecasting helps them formulate two-pronged strategy of higher profits and/or less risky positions. Empirical research has shown that volatility varies with time. Periods of high and low volatility tend to cluster separately. We have come a long way since ARCH model of Engle (1982) and its extended generalized version, GARCH, by Bollerslev (1986). A standard GARCH (1, 1) model can model asymmetric and excess kurtosis non-normal distribution with high conditional variance persistence, usually found in financial time series. A non-exhaustive literature is present that indicates that financial time series has existence of nonlinear dependence and also depends on the value of its own previous period (Aminian & Walz (2006), Gonzales (2000), Hwang (2001) and Zhang (2003)). One of the major drawback of standard GARCH (1, 1) model is that it usually has high persistence in conditional variance, which usually originates from structural changes in the variance process which results in a high upward bias in the persistence parameters. Predictions using GARCH are also difficult due to non-stationary behavior, high persistence in the conditional variance and nonlinearity. Hence due to aforementioned limitations, the present study attempts to combine the GARCH and the artificial neural networks model to achieve better forecasting returns as it can theoretically approximate any linear or non-linear function. The researchers propose to develop a neural networks (NN) model, which can model the nonlinear relationship between past conditional variance of the returns of the Indices and their conditional variance. For the purpose of the study, the researchers have selected Stock index of India (CNX 500) and the stock indices of USA (S&P 500), Euro Zone (Stoxx50), China (Shanghai Composite) and Japan (Nikkei 225). The daily closing price data is selected for the period April 2005 to April 2015. The conditional variance time series for each of the stock indices (USA (S&P 500), Euro Zone (Stoxx50), China (Shanghai Composite), Japan (Nikkei 225) as well as India (CNX 500)) is obtained from GARCH model of Eviews Statistical package. The past conditional variance of each time series have been used as independent variables to predict the conditional variance. This estimation is carried out through NARX recurrent networks which is an extended version of Elman (1990) which allows the neurons to depend not only on the input variables but also on their own lagged variables (similar to a moving average process). The estimation in Elman recurrent neural networks starts with ordinary least square method which helps to eliminate the set of lagged conditional variance terms. This neural network model uses lagged as well as current values of initial input time series. The estimation is a multistep process, which starts with initializing and obtaining the vector of lagged neuron with lagged neuron proxy (conditional variance) as done in a simple feed forward network. It is followed by estimation of coefficient and recalculation of vector of lagged neuron. The lagged hidden layer neurons feed back into the current hidden layer of neurons. These lagged neurons are feedback before the activation function is applied to them which is to say that they are input as lags in their

original unsquashed state. NARX neural networks are extended version of Elman recurrent networks. They are advantageous to use because they use an external (exogenous) input to model the network which decreases the calculation time as well as enhances the predictive accuracy of the network. NARX neural networks are discrete time nonlinear networks which is modelled with exogenous inputs. The NARX function is approximated by a Multilayered Perceptron (S. Chen, 1990) (Parthasarathy, 1990). The researchers have used NARX function of the neural network toolbox of MATLAB software for the purpose of the study. Salim Lahmiri (2012) used NARX with other models to analyze the daily return of the S&P500 price index. A study conducted by Barreto and Menezes (2008) used residual analysis using hybrid recurrent Elman "NARX neural network with an inbuilt theorem to analyze and predict chaotic time series of well-known chaotic laser and real-world VBR video traffic.

The researchers have reviewed significant amount of literature and have found that there is lack of research work in prediction of stock prices using volatility and recurrent NARX neural networks hence the given research work is an attempt to bridge this gap. With advancement of computer processing speeds, neural networks can be easily modelled and the results can be achieved very fast. Obtaining modelling results before financial markets changes is of great essence to the market participants. The faster the information is obtained, the faster would be realization of arbitrage profit by market participants. Cao et al (2005) based their study on Chinese stock market and concluded that although neural networks are not very useful tool to predict stock returns in informational efficient market, however there is evidence that Artificial Neural Network maybe used to enhance predictive accuracy in developing markets. Hence the predictive ability of a given index also throws light on the efficiency of the market. The index which yields more accurate predictive result seems to be less efficient and hence it's imminent that market participants move to that market which generates arbitrage profits.

Initial testing results with recurrent Artificial neural networks using different activation (Squasher) functions yielded promising results as each of the indices yielded different results with predicting accuracy of more than 60%. The predictive accuracy of the models is measured using Mean Squared (Zhang et al (2004)

Reference available upon request

Health for all: Examining the challenges and opportunities

Submission ID: 961

Submission track: Access to Educational Services & Health Services

Submission type: Presentation Papers (PP)

Aditi Sharma, *Central University of Himachal Pradesh, Dharamshala, India*

Deepak Kumar Sharma, *Civil Hospital, Palampur, Himachal Pradesh, India*

Extended abstract

The healthcare system of any country should be able to provide the patients with access to the requisite and necessary healthcare services (Wendt, C., 2014) without any bias or prejudices.

Health and material prosperity are closely associated to each other (Thomas, D and Frankenberg, E., 2002). Healthy citizens are an asset for a nation as they can actively contribute towards the economic growth of the nation. The rising and shining India still has over 270 million poor people in the year 2012 and poverty is a major barrier in access to healthcare facilities (UN, 2015). It is unfortunate that the advances in medicine have not been able to penetrate the social periphery owing to the heavily bureaucratised system of our country (Park, 2011). The red tapism which is the biggest bane of this country and the lack of strong political will to improve the general health of the population has led to lagging of public health systems vis a vis the private health sector. The infant and child mortality rates are high (IMR is at 40 per 1,000 live births and Under Five mortality rate is 49 deaths per 1000 live births) and so are the Maternal Mortality Rate (167 per 1,00,000 live births) (GOI, 2015) and the costly treatment of ailments compel majority of the poor population to seek medical care only in dire circumstances.

The focus of the present paper is on the problems plaguing the healthcare scenario in India as well the possible solutions to the problems.

1. **RURAL HEALTH** The distribution of healthcare facilities varies in terms of access and facilities for rural and urban Indians. In rural India the public health system is in a bad shape because of the problems of attracting, retaining and ensuring sustained supply of specialized medical professionals. Most of the specialist doctors and nurses prefer to work in urban areas even if they are paid higher salaries as the rural areas lack the requisite facilities. Timely access to critical health service is a daunting challenge in the rural areas of India and a vast majority of public healthcare institutions do not have critical care facilities. Poor road connectivity and weak transport facilities also contribute to the inaccessibility of the healthcare services to a large number of rural and tribal people.

2. **INTER SECTORAL COORDINATION** There is a direct relationship between drinking water, sanitation and healthy living. Access to safe drinking water prevents the occurrence of many water borne diseases. A significant improvement on this aspect has been made yet there are people who still do not have access to the safe drinking water. The poor sanitation facilities in the country are evident by the fact that Census 2011 revealed that 53.1 % households in India are still without latrine facility (GOI, 2015). "India remains a home to one quarter of the world's undernourished population, over a third of the world's underweight children." (UN, p.6).

The nutritional deficiency results in occurrence of many chronic diseases and severely hampers the productivity and capabilities of people (Thomas, D. and Frankenberg, E., 2002). 3. **PUBLIC PRIVATE PARTNERSHIP** In India the public private partnership concept is also facing a number of challenges. It is a well-established fact that services rendered by private institutions are costlier because they

inflate the cost of treatment by recommending unnecessary diagnostics tests and surgeries like hysterectomies, undue ocular surgeries etc. (Rao, M., Godajkar, P., Baru, R., Bisht, R., Mehrotra, R.P., Dasgupta, R., Reddy, S., Bajpai, V., 2015). 4. INADEQUATE MANPOWER Availability of quality healthcare services to the community depends largely upon the efficacy with which health service providers discharge their responsibilities, which, in turn would depend mainly upon their education and training. India has an average 0.6 doctors per 1000 population which is much lower than global averages (1.23) (ASSOCHAM, 2011) and the number of qualified doctors in the country grossly inadequate to meet the massive requirements of burgeoning Indian population. Remedies Telemedicine can be beneficial in providing primary care to the people living in far flung areas of the country.

For instance In a joint partnership between The Health and Family Welfare Department, Government of Himachal Pradesh and Apollo Tele health Services Telemedicine services were offered to people residing in remote parts of Himachal Pradesh and it was found that people living there were suffering from lung problems, thyroid (Chauhan, P. 2015). While the five star hospitals should be promoted for bringing India as a leading destination for medical tourism, there is lot of scope for improvement in the public health systems to ensure equitable health service to its vast poor population. Measures like creating trust between patient and service provider, understanding cultural nuances (Harris, G.L.A, 2010) , friendly environment are some positive steps towards creating a system of ensuring quality improvement in all public health facilities. 86% of rural population in India and 82% of urban population are still not covered under any health insurance and most of the rural households rely on household income/savings and on borrowings and the urban households depend on income/saving, for meeting the cost on treatment (GOI, 2015). In India 6.2 % of households fall below the poverty line

due to out of pocket (OOP) spending on health (UN, 2015). In such a scenario microfinance schemes can help the poor in meeting the catastrophic costs they bear while availing the healthcare facilities. Most of the studies reveal the faults of the public health system rarely focussing on the positive outcomes of the various interventions by the Government of India. (Programmes like NRHM, Universal Immunization Programme, Pulse Polio Immunization programme etc.) There needs to be a paradigm shift in the attitude of the Government (the belief evidenced by the fact that GDP spending on Health in India is 4.05% of its GDP in comparison to 6 % - 12 % in upper middle and high income countries, UN, 2015) which needs to view "Expenditure on health as an investment on society and not as a burden" .

Reference available upon request

Inclusive growth through industrial clusters: Evidences from firms operating in gurgaon auto components cluster

Submission ID: 964

Submission track: General Papers

Submission type: Presentation Papers (PP)

Dinesh Rawat, *GGSSIP University, New Delhi, India*

Prof. Raj Kumar Mittal, *GGSSIP University, New Delhi, India*

Prof. Vijita Aggarwal, *GGSSIP University, New Delhi, India*

Extended abstract

Clusters, which are defined as geographic concentration of interconnected companies, specialized suppliers, service providers, firms in related industries and associated institutions, have attracted much attention of the academia and policy makers as a strategy of industrial and rural development. Clusters have been in existence in India for centuries and are known for their products at international level. In India the concept of development through industrial clusters gathered momentum in 1997 after formulation of cluster development programme by UNIDO. Since then it has been contributing immensely to the national economy in terms of employment, production and exports. It is estimated that there are around 6400 clusters in India. A total number of 5847 clusters have been mapped. Out of these, 2443 are SME clusters, 540 are handloom clusters and 2864 are handicraft clusters. These clusters are spread all over India. In India's industrial development, the automobile industry occupies a prominent place due to its deep forward and backward linkages with several key segments of the economy. It has a strong multiplier effect and is capable of being the driver of economic growth. It is one of the largest in the world with an annual production of 21.48 million vehicles in 2013-14. The automobile industry accounts for 22 per cent of the country's manufacturing gross domestic product (GDP). The automobile industry has been developed in a cluster form and Gurgaon auto components cluster of Haryana is one of them comprising of more than 5000 firms with approximately 2,60,000 workers. The reasons for selecting this specific cluster as a case study stemmed from the fact that the automobile industry is the biggest industry in the state of Haryana, which ranks first in India in the production of passenger cars, motorcycles and tractors. Market leaders like Maruti Suzuki, Hero Honda, Yamaha and Escorts are present in the state. Since developing clusters is not only a means to improve the competitiveness of industry but also an instrument for alleviation of poverty, generating spirit of entrepreneurship, promoting rural and urban linkages and generation of sustainable employment for rural households. Thus it becomes important to check whether firms in Gurgaon auto components cluster have yielded benefits and opportunities of participation to the communities in which they are embedded. The present study has two fold objectives viz. first to identify the opportunities which the co-operation among firms has brought to the rural households. Second to find out whether the workers working in such cluster firms have been able to take advantage of the opportunities provided. The data will be collected from the nearby communities, firms and from government/private research reports. We expect that outcome of this paper will be a value addition to the policy making institutions in designing their cluster development policies, more specifically for the inclusive development of the nearby communities and areas. The study will make use of both primary and secondary sources of data.

Reference available upon request

Towards a research model of Dynamic Capabilities and firm innovativeness- The role of absorptive capacity and strategic innovation of firms

Submission ID: 971

Submission track: Technology & Innovations

Submission type: Presentation Papers (PP)

Khyati Desai, *Brunel University, UK, Nirma University, India,*

Dimitrios Koufopoulos, *Brunel University UK, Great Britain*

Prabhat Kumar Yadav, *Nirma University, India, India*

Extended abstract

Dynamic capabilities (DC) of the firm are sensing, seizing and reconfiguring capabilities which modify, recombine and transform the firm resources in rapidly changing environment which deal with innovativeness. The current business's recognizes the importance of innovation as an essential and impending challenge. In this conceptual paper the authors have developed a model which elucidates that dynamic capability of the firm lead to firm innovativeness. It is proposed that dynamic capabilities within the firms sets up a fertile ground that enables the firm to build a robust "innovation orientation" which leads to firm innovativeness.

The model also proposes that the new knowledge generated by changes in resource base due to the action of dynamic capabilities is absorbed, assimilated and transformed by the moderating construct of absorptive capacity. This facilitates shaping and strengthening firms' innovative orientation by leveraging the effects of DC. The model aims to contribute to innovation, marketing and strategy research by identifying capabilities, processes and variables of

the firm which breeds innovations and develops a firm's innovation management capability. Keywords: Dynamic capabilities, innovativeness, absorptive capacity, strategic innovation orientation, strategic marketing

Introduction
Current business landscape is characterized by knowledge oriented economy, intense global competition and rapidly changing technologies.

In such environments innovation is critical to survive and sustain competitiveness and growth. Innovation is the mechanism by which organizations produce new products, processes and systems needed to adapt to market dynamism, rapidly changing technology and competitive environment (D'Aveni, 1994; Dougherty & Hardy, 1996; Utterback, 1994). Recognizing the importance of these forces, strategic management and marketing research is gradually shifting its gears from sustainable competitive advantage to the innovation management capability (Tushman and O'Really, 1997, Eisenhardt and Brown, 1997, Christensen et. al, 1998). Firm innovativeness is directly related to its strategic innovation orientation, which is discovering and satisfying emerging customer needs alongwith novel technological solution which bring novelty in product portfolio (Talke, Salomo, Kock, 2011). The roots of firm innovation are found in resource base and the capacity to reconfigure the resource base to changing market conditions is the role of dynamic capabilities within the firm. There is a gap in research in understanding the core sources of building strategic innovation orientation of firm. The central objective of the paper is to form a conceptual delineated model of understanding how the concept of dynamic capabilities reconfigure renew, and redeploy firms resources and competences to capture and exploit the fast changing opportunities which shape and guides firms strategic innovation orientation. The paper also proposes of the moderating role of firms' absorptive capacity to synthesise and disseminate the new knowledge captured by dynamic capabilities leading to firm innovativeness.

Literature review and hypotheses development

Literature defines firm innovativeness as to the capacity of firms product portfolio to bear and sustain technology and market discontinuities (Garcia and Calantone, 2002; Salomo, Talke, and Strecker, 2008).

For this research, innovation orientation is therefore conceptualized by two types of strategic innovation orientation, which encapsulates the core of innovation: proactive market orientation (Atuahene-Gima, Slater, and Olson, 2005; Narver, Slater, and MacLachlan, 2004) and proactive technology orientation (Gatignon and Xuereb, 1997; Workman, 1993; Zhou et al., 2005). Innovation and marketing literature claim the presence of some core elements and processes which facilitate effective innovation outcomes (Tidd, Bessant & Pavitt, 1997). Hence it is proposed that:

H1: Firms proactive market innovation orientation increases market newness of its product portfolio. H2: Firms proactive technology innovation orientation increases the technology newness of its product portfolio. According to Lee and Kelley (2008), the dynamic capabilities perspective

proves to be a credible theoretical lens for understanding and examining innovation at the organizational level. Marketing scholars have begun to incorporate the Resource based view of the firm along with the dynamic-capabilities concept with marketing theory (Bharadwaj, Varadarajan, and Fahy 1993). Teece & Pisano (1994: 541) enriched the research area of resource based view of the firm proposing dynamic capabilities theory as the “subset of the competences/capabilities which allow the firm to create new products and processes and respond to changing market circumstances”. Dynamic capabilities reinforces management capabilities and robust resource combinations that cut across all functional domains like product/service/ process development, marketing, R&D, manufacturing, human resources and organisational learning. Teece et al. (1997) asserted that in a rapidly changing environment, firm's competitive advantage will cling on its internal processes and routines, which empower the firm to renew, refresh and modify its stock of organizational capabilities, promising delivery of steady stream of innovative products and services to current and future customers. Dynamic capabilities can, therefore, be conceptualized as the routines within an organization that guide and enable the development of the organizational capabilities by making changes to its underlying resource base (Eisenhardt & Martin, 2000). The higher levels of dynamic capabilities in the firm, the higher is its innovation (Deedset al., 1999; Lazonick & Prencipe, 2005; Tripsas, 1997). Therefore it is proposed that H3:

Dynamic capabilities within the firm will increase the firms' proactive market orientation H4: Dynamic capabilities will increase the firms' proactive technology orientation H5: Dynamic capabilities of the firm will increase the firms' strategic orientation H6: Dynamic Capabilities increase firms' innovativeness The resource-based view and dynamic capabilities theory have a few weaknesses, although they manifest strong links to innovation (Lawson and Samson, 2001). Merely having dynamic capabilities will not result into strong innovation orientation and higher innovativeness. Cohen and Levinthal (1990, p. 28) define absorptive capacity as “the ability of a firm to recognize the value of new, external information, assimilate it, and apply it to commercial ends”. Effective deployment of dynamic capability needs effective absorption, capturing and dissemination of knowledge. (Salvato, 2003; Verona & Ravasi, 2003) suggested that that a firm's ability to acquire external, new knowledge, to combine it with existing, internal knowledge and to create new knowledge were important factors in several industries. Therefore it is proposed that:

H7: The relationship between dynamic capabilities of the firm and its strategic orientation will

be moderated by firms' absorptive capacity. The conceptual model proposed is as follows: Conclusion The objective of this study is to research and integrate literature from strategic marketing, innovation, and strategic management streams and to present an integrative model with framework for high innovators.

Dynamic capabilities are conventionally linked with competitive advantage. This research opens up avenues for exploring the concept of dynamic capabilities within the realm of innovation which is one of the most important domain for future research. It aims to providing the logic for fostering dynamic capabilities within a firm and building firms' innovation management capability. Since the constructs are theoretical in nature the model needs empirical testing in a variety of contexts to capture findings in verifying or refuting the causality.

Reference available upon request

What drives small and medium enterprise exploration-exploitation alliance formation? A holistic perspective

Submission ID: 975

Submission track: General Papers

Submission type: Masters & Doctoral Students' Papers (MD)

Rohit Subhash Prabhudesai, *Research Scholar Department of Economics BITS Pilani Goa Campus Sancoale Goa 403726, India*

Ch VVSNV Prasad, *Assistant Professor, Department of Economics, KK Birla Goa Campus, BITS Pilani, India*

Extended abstract

Abstract:

Why and when do Small and Medium Enterprises (SMEs) form exploration and exploitation alliances? The question has not been researched in sufficient detail, and the extant literature on the topic has not been linked to the existing perspectives on SME alliance formation. This paper aims to bridge this gap by providing a holistic perspective on SME alliance formation, integrating the extant SME alliance formation perspectives, antecedents and exploration-exploitation domain. By undertaking an extensive literature review, we determine the conditions which drive SME exploitative-explorative alliances. Finally, we develop a novel theoretical model, which combines the existing alliance formation perspectives such as firm resource-based theory, entrepreneurial ability and social networks; with the three domains of exploitation-exploration, namely, function, attribute and structure.

1. Introduction: Small and Medium Enterprises (SMEs) critically need resources in today's globalized, hyper-competitive world in order to compete in the marketplace. Strategic alliances represent an effective strategic option by which SMEs can access resources, thereby assisting them to form or enhance their existing competitive advantage. However, they can also cause significant damage to an SME owing to opportunistic partner behavior. Such idiosyncratic conditions have led researchers to examine the reasons for SME alliance formation. Extant research on the topic has shown that formation motives for SMEs differ significantly from the bigger firms. While larger firms typically enter into an alliance relationship for tapping onto the entrepreneurial or technological skills of an SME, the latter typically seeks to obtain critical resources. Perspectives such as resource-based theory (Eisenhardt & Schoonhoven, 1996; Park, Chen, & Gallagher, 2002; Rothaermel & Deeds, 2004), social network (Gulati, 1995, BarNir & Smith, 2001; Stuart, 1998), and entrepreneurship (Alvarez & Barney, 2001; Franco & Hasse, 2013; Marino, Lohrke, Weaver, & Tambunan, 2008) have been provided to explain SME alliance formation process. However, research in this area has largely remained isolated and scattered. Zhao (2014) provided a first of its kind, integrated model on SME alliance formation by combining these diverse perspectives.

While the model links alliance formation to other alliance activities such as alliance governance mode and performance, our paper seeks to provide depth in the field of SME alliance formation, specifically in the under-researched area of exploitation-exploration alliance formation. Though the perspectives provided in extant literature have managed to explain SME alliance formation process in isolation and with respect to other antecedents, researchers have not been able to combine these perspectives with that of the exploration-exploitation domain, propounded by Koza & Lewin, (1996). Though, the relationship between functional domain of exploration-exploitation and other perspectives on SME alliance formation has been researched to a certain extent (Park, Chen, & Gallagher, 2002), the other two domains, namely, attribute and structural (Lavie & Rosenkopf, 2006); have not been linked to the mainstream SME alliance formation literature. Our paper aims

to bridge this theoretical gap by establishing relationships amongst the existing perspectives on SME alliance formation and the three domains of exploitation-exploration, namely, functional, attribute and structural. In doing so, we also link the other often researched variables in SME alliance formation such as trust (Mukherjee, Gaur, Gaur & Schmid, 2012), culture (Steensma, Marino, Weaver, & Dickson, 2000) and environmental characteristics (Lohrke, Kresier, & Weaver, 2011; Dickson, & Weaver, 1997) to the exploration-exploitation domain.

2. Methodology: The authors combine the diverse fields on SME alliance formation literature, to provide a novel holistic model of SME alliance formation. The model is based on the perspectives presented in the literature on exploration-exploitation domain, social networks, entrepreneurship, resource-based view and other antecedents of SME alliance formation. This study is the first of its kind, which integrates the diverse perspectives presented in the literature on alliance formation by SMEs.

3. Findings: Our model links the different dimensions of exploration-exploitation domain to the resource-based theory, social networks, and entrepreneurship perspectives on SME alliance formation. We also incorporate the other researched variables in the alliance formation literature, such as culture, trust and environmental characteristics in our model, to establish their relationships with the exploration-exploitation domain of alliance formation. We find that resource condition, entrepreneurial orientation and network characteristics of the firm have a one-to-one association with the three domains of exploitation-exploration respectively.

4. Expected contributions of the study: The paper provides new insights on SME alliance formation, as it links the research on exploration-exploitation domain to the often researched area of alliance formation perspectives and antecedents, which has not been done before, as per authors' knowledge. The study offers a first of its kind dynamic perspective towards building an integrated model on SME alliance formation, which can be tested as well as developed further to gain additional insights. The study provides answers to the reasons for which firms enter into explorative-exploitative alliances. This can help researchers and managers in understanding the conditions which facilitate explorative-exploitative alliance formation by the SMEs.

Reference available upon request

Empowering Women in Saudi Arabia through Open and Distance Learning

Submission ID: 978

Submission track: Gender Equity and Women Empowerment

Submission type: Competitive paper (CP)

Abdul Gani, School of Business Studies, Central University of Kashmir, Srinagar J&K, India

Dr Roshan Ara, Education Department, Govt. of Jammu and Kashmir, Srinagar, India

Extended abstract

The issue of women empowerment is a global concern. World over the studies have revealed that education is the most potent instrument for the empowerment of women. It is only through education and training that they prepare to play their roles in the nation's social, economic and political spheres as equal members of society. Open and distance learning (ODL) system has emerged as a tool with immense potential for creating widespread access to knowledge for women. It has been instrumental in lowering illiteracy rate, dropout rate, and furthermore creating accessibility and immense opportunities for the Women. Women from all walks of life have continued to seize the opportunities of ODL programmes to improve on their education, get better job and improve on their standards of living. The ICT enabled ODL System allows women to overcome the barriers of time, space and socio-economic constraints and to bring a variety of learning resources to meet their educational needs. Saudi Arabia ranks 4th lowest in terms of political and economic empowerment of women and 5th lowest in terms of women labour force participation in a group of 115 countries which were ranked in 2012. Saudi women are still found to be the most under-utilized resource for the Saudi economy even though 65 percent of the Kingdom's college graduates are women and 60 percent of new stock investors and 40 percent of new real-estate investors are women. Despite being highly educated, they make up only about 5% of the labour force. Women unemployment is estimated at 28 percent. Without empowering women the country cannot develop, compete internationally and witness any real national economic growth. A comprehensive, modern and open educational system is fundamental to the empowerment and prosperity of Saudi women who have limited access to formal education and training. Full time house wives can pursue the much craved training, skills development and education through ODL. It is a viable alternative to a large number of working women in Saudi Arabia who cannot leave their families and work to pursue better education which will enhance their career progression. ODL system has the potential to educate and train them while preserving the Islamic identity as it does not take them out of their social environments. It allows them to pursue qualitative education that will improve on their sense of self-esteem without jeopardising either the important family relationship or the relatively responsible position in their place of work. Distance mode continuing education assumes special significance for KSA because of its diversified geographical location and ODL system's flexibility to address diverse learning styles and preferences of women. Women constitute a vast reservoir of human resource for Saudi Arabia which can be turned into valuable asset, through effective distance education intervention. The present paper is based on an exploratory study conducted at Arab Open University (AOU) on a sample of Saudi distance education students enrolled at five branches of AOU in Saudi Arabia. The study examines the place of ODL system in Saudi Arabia, the features of ODL system that make it particularly suitable to Saudi women, its role as a tool for women empowerment and various forms of ODL media to suit the conditions of women in Saudi Arabia. Women have constraints of time, space, resources and socio-economic difficulties. Because of its inherent flexibility in terms of entry and exit, pace and place of learning, methods of evaluation etc, ODL holds the promise of providing equitable access of education to women in view of their special circumstances. The requirements and priorities of Saudi women are different from those of Saudi men because of a complex interaction of social, cultural, religious and economic conditions obtaining in the kingdom which

need to be taken into account while devising a mechanism for educating and empowering women in KSA. ODL has the potential to address the gender imbalances, inequities and inequalities which the overall education sector is unable to handle. They can get educated through ODL, maintaining obedience and adherence to Islamic religion practice of veil because the mode allows them to learn at a 'safe distance' from their instructor without going against the injunction of their religion practice. The study results reveal that a majority of Saudi adult, married and working women are seriously unrepresented in education and these women are most urgently in need of access to meaningful quality education through ODL. Bates (2009) believes that the future of Saudi higher education, and especially the successful implementation of e-learning, will be driven by women faculty in view of their great determination and a commitment to seeking knowledge and improvement. The Saudi scholars such as Alenezi (2012) and Al Seghayer (2013) have indicated that open and online learning is opening new opportunities for Saudi students to question traditional assumptions of what learning is. Hamdan (2014) argues that in Saudi Arabia a good number of public and private universities and colleges have already taken it upon themselves to establish e-learning as a method for augmenting the educational experiences of their students. Given the increasing population rates and geographical expansion of Saudi Arabia, distance education would be an obvious means of widening access and offering quality and flexibility in programs of choice. AOU which follows an embedded and flexible learning environment has played an important role in professional development and competence enhancement of a large number of Saudi women, contributing to more than 40% of its enrolment. The findings of this study support the call for course design strategies that address the specificities of women as distance learners in Saudi Arabia. One of the expected outcomes of ODL is improved quality of life, increased income, improved health, greater participation, citizen awareness and gender sensitivity among those who have participated in various educational programmes at AOU. A high percentage of women students of AOU recorded a strong preference for AOU system of blended learning to other available modes. Many saw their participation in the distance learning program as an opportunity they were long seeking to renew themselves, personally and academically, without a major upset in their lives. Results of the study would provide the Saudi practitioners, policy makers and academicians with useful insights into integrating women into the economy; upholding deeply rooted social, cultural and ethical values of the Arab-Islamic heritage.

Reference available upon request

Role of Skill Development in Higher Education in India

Submission ID: 981

Submission track: Skill Development

Submission type: Presentation Papers (PP)

Kiran Srivastava, *Christ University, India*

Extended abstract

This paper attempts to present the theoretical framework and concepts involving challenges in managing the expectations of skill development in Higher Education with reference to India. Indian economy is expected to grow as one of the largest economy by 2022 with 64 percent of youngest population in the working age group of 15-49 years (Economic Survey 2014-15). It is expected that the average population in India by 2020 will be 29 years as against 47 years in Japan, 46 years in Europe and 40 years in USA which will globally create a skilled manpower shortage of approximately 56.5 million and India will have a skilled manpower surplus of approximately 47 million. However, to reap this demographic dividend effectively, India needs to impart its workforce with knowledge and employment skills which can contribute substantively to the economic growth of the country.

Higher education in India has witnessed an impressive growth in last six decades of independence. The suitability of the actual size of the employable talent pool from across a large number of institutions beyond the top tier, IITs, IIMs and IISc, there is a need of adequate and appropriate skills to its workforce. Though the number of colleges and institutions related to higher education has increased but there is disparity in system which churns out students that are not immediately employable and skill up-gradation on the job is low, implying that a large section of the currently employed people possesses outdated skills. The number of higher educational institutions (HEIs) has increased from about 30 universities and 695 colleges in 1950-51 to about 700 universities (as of 2012-13) and 35,000 colleges (as of 2011-12 as per a recent UGC report) and

the current training setup, comprising of 374 model colleges

1000 Polytechnics and Vocational education is provided in 20,000 schools 2011-12. While general higher education institutes comprise science, arts and commerce with 56 percent, engineering colleges and technology colleges, medical colleges and polytechnic colleges devoted to 7 percent, 10 percent and 6 percent of total institutes respectively. The Indian Confederation of Industry states that 40 percent of India's population is under 25, yet only 5 percent of total Indian workforce is skilled in which 2 percent have received formal vocational training and another 8 percent have received non-formal vocational training. The large number of general education has prevented the bulk of population from acquiring skills required by the service and manufacturing industries. However, in order to utilize this demographic dividend effectively, India has set a tough challenge in the field of vocational education and training by increasing the percentage of workforce with formal skills to 25 percent at the end of Twelfth Five Year plan to impart adequate and appropriate skills to its workforce.

Drawing on a review of India Labour Report 2012, jointly developed by TeamLease and the Indian Institute of Job Training (IIJT) on employability skills literature in order to arrive at the underlying some of the stark data in which 58 percent of Indian college graduates have some degree of unemployability and lack of formal exposure for the job. The Wheebox Employability Skill test went live on 10th of August, 2013 and was open till 10th of November, 2013 which identifies the skill gap that exists in the industry by deploying a scientific approach across 260 domain areas.

During this time span about 100000 students across, 28 states and 7 Union Territories in India across 1200 campuses appeared for it and test score shows that only 33.95 percent were found employable. This means about 2/3 rd of our skill pool is not fit to have a job.

Analysis of a number of government schemes as well as direct observation of various review of literature in the skill development program reveal the complexity in introducing the inclusion of skills for the informal sector under the purview of formal skill development by the Government/other agencies which is critical not only to scale up various employment-linked skill development programs, but also for boosting growth in a widely disseminated manner. A concerted effort by the Government towards building a flexible and deregulated policy regime and decentralized delivery approach can lead to significantly better outcomes within a short span. Otherwise, skill development efforts would deem futile in the absence of wider social acceptance of government sponsored skill upgrade initiatives and lack of “worthy” jobs(Singh & Das 2014).The conclusion calls for a common standard for quality assurance, emphasis on entrepreneurship , innovation and the role of R&D throughout the education and skill training system, public and private sectors to achieve shared investment in knowledge exchange and the cooperation and collaboration among industry groups , service sector and professional councils, so as to get the maximum benefit from various capacity development initiatives undertaken by government

with the help of educational institutions to fulfil its responsibility of providing skills to achieve the mammoth target of 500 million skilled people by 2022.

Reference available upon request

Relationship Between Board Structure and IPO Underpricing: Evidence from India

Submission ID: 984

Submission track: Finance and accounting

Submission type: Masters & Doctoral Students' Papers (MD)

Balpreet Singh, *Punjab Institute of Management, Punjab, India*
Kapil Gupta, *I. K. Gujral Punjab Technical University, Punjab, India*

Extended abstract

Introduction: An Initial Public Offering (IPO) signifies a key stage in the life cycle of the firm (Ritter & Welch, 2002). It symbolizes achievement for founders and an evidence of their managerial abilities, determination, vision and key moves in attaining the level from limited company to a public company (Jain & Tabak, 2008). There are numerous advantages for a company to go public ranging from ability to raise capital on favorable terms to increased reputation of a listed company in the market (Caselli, 2009). However, the process of transformation from private arena to one of public scrutiny (IPO process) is not a cakewalk, as the floating of an IPO includes inevitable costs, obligations to fulfill regulations and above all underpricing (Ibotsson & Ritter, 1995). In general, IPOs are issued by private companies which do not have apparent prior market, very little operating history and no share price reference point, which make valuation arduous job, and leave future investors amidst clouds of ambiguity which leads to the problem of "Underpricing". Extensive research literature investigated IPO markets in numerous countries observed that issuers consistently (leave money on the table) and are underpricing their issues (Ritter et al., 2014). Various reasons have been obtained by finance researchers for the new issues underpricing, with different theories concentrating on the relationship between investors, investment bankers and the issuers while going public. Rock (1986) was first to state that underpricing is due to the informational asymmetry gap between investor and issuers whereas Ibbotson (1975), Ritter (1984) and Beatty and Ritter (1986) evidenced that underpricing is related to Ex-ante uncertainty. Later, Allen & Faulhaber (1989), Fabrizio (2000) highlighted the importance of signaling theory that investors can use various signaling factors to mitigate the effect of underpricing. Numerous studies based on signaling theory stressed on various factors employed by IPO firms in signaling the quality of issue, in order to decrease the informational asymmetry gap using reputation of the underwriter, auditor reputation, group affiliation and affiliation with venture capitalists (Carter et al., 1998; Beatty, 1989; Marisetty & Subrahmanyam, 2005; Megginson & Weiss, 1991). However existing literature have also highlighted the board structure and its characteristics as an additional signal of quality for investors (Finkle, 1998; Certo et al., 2001) but the relationship between underpricing and board structure have not gathered much attention particularly using Asian Economies (Yong, 2007; Yatim, 2011; Darmadi & Gunawan, 2013). However, the existing studies on board composition have stressed upon the aspects such as the size of board of directors (Kini et al., 1995), Directors tenure (Hermalin & Weisbach, 1991), Percentage of Inside/outside directors (Agrawal & Knoeber, 1996) and ownership (Weisbach, 1988). Few studies have also tried to explore the influence of board heterogeneity, which may be stated as variety inherent in board composition. Thus the aim of this study is to test a particular characteristic of board heterogeneity, namely, the presence of foreign directors on board in India.

Theoretical Background: With the increase in ongoing process of globalization in equity markets and enhanced governance regulations the inclusion of foreign directors on board could be taken as a supplementary signaling factor for the board. However, the existing literature in this context is sparse. Existing studies i.e. (Oxelheim & RandÅy, 2001) stated that Norwegian and Swedish firms experienced benefit by adding Anglo-American board members. (Norburn, 1986) argued that directors international experience is positively associated with industry average performance. Further, (Mi Choi et al., 2012) observed that foreign outside directors

provide expertise and independent monitoring over management and confirms a positive impact of foreign outside directors on firm value. On a similar note, (Leblanc & Gillies, 2005) found directors with international know-how empowers board with ability to take decisions with a wider perspective as well as increases creativity of the board. In contrast to this (Mak et al., 2003) didn't found any relation between IPO pricing and foreign directors on board. Masulis et al., 2012) also found presence of foreign independent directors leads to poor firm performance. Finally, (Miletkov et al., 2013) suggested positive effect of foreign directors on firm performance in the countries with low levels of investor protection.

Hypothesis: H1: Board size of the firm does not have impact on underpricing. H2: Maturity of the boards does not have impact on IPO underpricing. H3: Board Independence does not have impact on IPO underpricing. H4: Board reputation does not have impact on IPO underpricing. H5: Presence of foreign directors on board does not have impact on IPO underpricing.

Sample of the Study: Sample size for the present study will constitute all IPOs floated during the period from 2009 to 2014 on Bombay Stock Exchange (BSE). The data regarding the variables of the study has been collected from prospectus documents of the company and are downloaded from Securities Exchange Board of India (SEBI) website.

Methodology: To compute underpricing, the data in regard to closing price of stock and underlying exchange is downloaded from Bombay Stock Exchange (BSE) website. The present study will use Panel Regression for analysis.

Statistical Model: In order to find the relationship between Board Structure and IPO underpricing in India the following model (Control Variables are also included in the model) is used:
$$\text{Underpricing} = \beta_0 + \beta_1 \text{(Board Size)} + \beta_2 \text{(Board Maturity)} + \beta_3 \text{(Board Independence)} + \beta_4 \text{(Board Reputation)} + \beta_5 \text{(Foreign Directors on board)} + \beta_6 \text{(Offer Value)} + \beta_7 \text{(IPO Age)} + \beta_8 \text{(Hot market)} + \beta_9 \text{(Venture Backing)}$$

Summary and Conclusion: The Hypothesis proposed in the present study are supported by empirical research. It has observed that board independence, board size, maturity of the board tend to reduce underpricing. However, presence of foreign directors on board is not significantly affecting underpricing it may be due to sample bias because present study considers IPO floated during 2009 to 2014. These observations have wider applications for investors, issuers, regulators and underwriters/investment bankers. Finally, the empirical relationship stated in this study helps the IPO investors to make a strategy to earn listing day profits. These observations might change if sample size of the study is increased. Therefore for further research we propose to conduct similar study with wider sample size that is with wider sample period from 2004 to 2014.

Reference available upon request

Psychological traits and Investor behavior : Do they have a relationship?

Submission ID: 985

Submission track: Financial Inclusion: Access to Credit and other Financial Services

Submission type: Competitive paper (CP)

Shreya Rustum Virani, *Symbiosis Centre for Management Studies, Pune. Symbiosis International University, India*

Paramjeet Kaur, *Symbiosis Centre for management studies, Pune Symbiosis International University, India*

Sabiha Salman Fazalbhoy, *Symbiosis Centre for Management Studies, Pune. Symbiosis International University, India*

Extended abstract

Behavioral finance is a relatively contemporary phenomenon. It is based on the assumption that information structure and the characteristics of market participants systematically influence individuals' investment decisions as well as market outcomes. As per the discipline of behavioral finance, the behavior of an investor in the financial market is determined by drives from psychological principles of decision making to explain why people invest in financial market. When it comes to investing in the financial markets an individual is not always as rational as he thinks he is. Emotional and cognitive prejudice such as loss aversion (expecting to get high returns with low risk), herding (imitating others decisions), media response (overreacting to headlines), and timing the market, etc. impact the overall performance of one's investments. Key Words: - Behavioral finance, Investment decisions, Financial Market, Financial Instruments.

Objectives To find out relationship between demographic factors such as age, gender and income of the respondents and their risk taking abilities. To find out co-relation between psychological traits and demographic factors. To study relationship between the age of the respondents and their reaction on making losses/gaining profits. To study relationship between psychological traits and investment behavior of an investor.

Hypothesis H0 = There exist no relationship between psychological traits and investor behavior. H1 = Psychological traits do have influence on investor behavior.

H0 = There exist no relationship between the age of the respondents and their reaction on making losses/ gaining profits. H1 = There exists relationship between the age of the respondents and their reaction on making losses/ gaining profits.

Review of literature Bennet et al. (2011) carried out a study and found that most of the investors expect the stock prices to go up to a degree greater than most of their investments. If the market is up, they think it would go further and vice versa. In either case, they make investment decision on account of the assumption that the stock market would give better returns.

Manish Mittal and R K Vyas, (2007), investigates how the investment choice is affected by the demographics of the investors. The insight of how an investment choice gets affected by the demographic variables helps the financial advisors to advise their clients better.

Meenu Verma, (2008), aimed to investigate the effect of demographics and personality type on investment choice. A study reveals that the investment preferences seem to be dynamic due to the

changes in social, economic and political atmosphere, as well as introduction of new investment avenues.

Ramesh Krishnan and Fatima Beena, (2009), aimed in calculating the tendency to conform to behavioral finance concepts. By using the behavioral finance concepts, the research validated that personality factors do affect individual investors' decisions and that the individual investors acts normal and usual and not always objective and rational.

According to Martin Hilbert (2012), individual and retail, investors are more influenced by behavioral biases such as herding, overconfidence, and reinforcement bias etc. They said to have made trading decisions based on psychological phenomena rather than on rational issues.

From the above literature review it is evident that there is need to study the relationship between the psychological traits vis-à-vis Financial Market investor behavior. This paper will throw light on certain thrust points such as investment decision making which is affected by psychological traits of an investor and their reactions towards gaining money or making losses. Research Methodology The study is attempted at understanding investors' financial behavior, investing pattern, and the psychological traits which influence his investment decision making. The proposed study has invited the participation of investors across India. A panel of 5,600 members was formed using online platform and registration of these members was based on their financial behavior that constituted respondents profile. The questionnaire was prepared by taking various constructs developed from the past studies. The questionnaire has been tested for its validity and reliability. Descriptive statistics shall be used to describe the data. F-test ANNOVA shall be used to study the influence of psychological traits of an investor on their investment behavior pattern. Major Findings & Suggestions - It is being found that the financial behavior of 70 per cent out of the total respondents is influenced by their psychological traits.

It is an attempt to study whether investors trust their own judgment more than that of others. 22.5% of investors of the age up to 35 years trusted their own judgments, while only 13.5% of the investors from the age group of 46 - 55 years gave high importance to their own judgments while taking the investment decisions. - It is evident that there exists co-relation between the age of respondents and their reactions to making losses or gaining profits. - Risk taking ability of an investor is mainly dependent on the demographic factors such as age, gender, income etc. It is being observed that the respondents from age group of 25-35 years tend to take higher risks as compared to the respondents from age group of 46-55 years and greater than 55 years. With these proven results the stated hypothesis are also validated.

Reference available upon request

THEORY OF SOCIAL MARKETING

Submission ID: 989

Submission track: Public and not-for-profit management

Submission type: Presentation Papers (PP)

Sameer Deshpande, *Faculty of Management, University of Lethbridge Canada, Canada*

Extended abstract

Social marketing is defined as the use of marketing technologies to persuade target audience to adopt a new behavior such that the social problems is solved (Lee & Kotler, 2016). It is a behavior change framework that is routinely used to address important public health and ecological challenges (Hastings & Domegan, 2014). In terms of theoretical contribution, social marketing scholars continue to borrow theories from other fields such as management strategy, economics, social psychology, and sociology and attempt to find gaps in these borrowed theories. Prominent among them are behavioural theories such as Icek Ajzen's (1991) Theory of Planned Behaviour and Prochaska & DiClemente's Stages of Change Theory (1983). However, to this day, and despite being in existence for past 60-odd years, there exists no theory of social marketing that can claim to be of its own. This paper addresses this important gap and contributes towards enhancing the science of social marketing. I base the Theory of Social Marketing (TSM) on the basis of social marketing benchmarks. A few prominent scholars have discussed what comprises these benchmarks. Based on past literature, I have integrated the list as discussed below. Social Marketing Benchmarks To be effective, the social marketing framework proposes employing the following benchmarks in an intervention (Andreasen, 2002; Lee & Kotler, 2016; Mah, Tam, & Deshpande, 2008; National Social Marketing Centre, n.d.; Stead, Gordon, Angus, & McDermott, 2007):

1. Primary formative research: Understanding through data collection of the target audience for their opinions regarding the current and desired behaviors;
2. Secondary formative research: Understanding through analysis of past literature of the target audience for their opinions regarding the current and desired behaviors;
3. Pretest research: Assessment of audience response to draft formats of marketing mix strategies;
4. Monitoring research: Assessment of whether the intervention activities were implemented as planned;
5. Evaluation research: Assessment of whether the intervention achieved its desired objectives and goals;
6. Objectives and goals: Determining what knowledge, attitude, and behavioural objectives should the campaign achieve and whether those objectives are quantified;
7. Behavioral competition: Acknowledgment of competing behaviors and organizations and individuals that promote the competing behaviors along with determination of strategies to achieve a competitive advantage.
8. Segmentation: Intentional attempt to identify a segment and tailor the intervention to fit a segment;
9. Partnership: Involvement of partners in designing and/or implementing the intervention;
10. Core product: Core benefit of the desired behavior;
11. Actual product: Tangible good or intangible service whose use ensures compliance with desired behavior and receipt of benefits of the behavior;
12. Augmented product: Additional goods and services that help the target audience to consume the actual product and adopt the desired behavior;

13. Price reduction: Strategies to reduce barriers perceived by the target audience to carrying out the desired behavior;
 14. Place: Strategies to increase convenient access to the actual or augmented product as well as to increase the convenience of carrying out the desired behavior;
 15. Promotion: Creative strategies to inform, remind, and persuade the target audience about the value of the behavior change and other components of the marketing mix as well as media strategies to disseminate messages to the target group; and,
- Benchmarks #1-5 are research-oriented, #6-9 refer to the foundational knowledge a social change manager must collect before designing the strategy, and #10-15 are strategy-oriented. TSM proposes that for a behavior change effort to be effective, all these benchmarks ought to be present. To this discussion I turn next. Hypotheses A well-designed social marketing intervention tends to apply a large number of social marketing benchmarks (Andreasen, 2002; Kahn et al., 2002). Specifically, the social marketing framework proposes the use of many more benchmarks than other behavior change approaches do. However, does this logic translate into practice? In other words, does the presence of more benchmarks more likely influence behavior change? While past research has reviewed the effectiveness of social marketing programs promoting health behaviors (McDermott, et al., 2005), these studies have not assessed the effectiveness of social marketing efforts in terms of their benchmarks. Assessment of social marketing intervention based on benchmarks enables a simpler and yet systematic approach to evaluating its effectiveness, allows easier comparison with other interventions, and provides clearer implications to managers to apply these principles in real world behavior change effort. Thus, the study proposes the following hypotheses: H1: The number of social marketing benchmarks applied in an intervention will be positively associated with intervention success. In other words, the higher the number of social marketing benchmarks present in an intervention, the higher the likelihood of individuals adopting desired behaviours. H2: Each benchmark will be positively associated with intervention success.

Reference available upon request

**International Management Research Academy (IMRA)
London, United Kingdom**

in collaboration with

**Indian Institute of Management Bangalore (IIMB)
Bengaluru (Bangalore), India**

presents

**2015 IMRA-IIMB International Conference
16-18 December, 2015**

**“Inclusive Growth & Profits with Purpose:
New Management Paradigm”**

**Venue: Indian Institute of Management Bangalore (IIMB),
Bannerghatta Road, Bengaluru (Bangalore), Karnataka, India**



Conference Programme

**International Management Research Academy (IMRA)
London, United Kingdom**

in collaboration with

**Indian Institute of Management Bangalore (IIMB)
Bengaluru (Bangalore), India**

presents

**2015 IMRA-IIMB International Conference
16-18 December, 2015**

**“Inclusive Growth & Profits with Purpose:
New Management Paradigm”**

**Venue: Indian Institute of Management Bangalore (IIMB),
Bannerghatta Road, Bengaluru (Bangalore), Karnataka, India**



Conference Programme

© 2015, Copyrights and disclaimer: This document is the property of the International Management Research Academy (IMRA) and is protected with the international copyright laws. No individual or organization is permitted to use any of the contents of this document for commercial or non-commercial purpose. The research contribution in this document is the copyright of respective authors. Strict action shall be taken for the breach thereof. This document is for information purpose only and does not form any legal contract. The contents of this document are subject to change without prior notice and IMRA or IIMB any staff shall not be legally responsible for any liabilities or damage due to any errors or inadequacies in this document. The users of this document are advised to use their own discretion. This conference is subject to the terms and conditions mentioned on www.imraweb.org/disclaimer changing from time to time. The legal jurisdiction shall be London, United Kingdom.

Note

While every attempt has been made to make this document accurate and exhaustive, neither IMRA nor IIMB can take any responsibility for any error(s). The current form of this document is in preliminary stage. The participants are requested to email to 2015india@imraweb.org latest by 31st December 2015, in case they find any errors in this document. The final revised document shall be published after corrections on 31st January 2016 on IMRA website (www.imraweb.org).

Table of contents

International Management Research Academy (IMRA)	1
IMRA International Conferences	2
Experts and Leaders at IMRA.....	3
Journals for publication	5
Country representation in IMRA International Conferences	6
Indian Institute of Management, Bangalore, India	7
2015 IMRA IIMB International Conference: 16-18 December 2015	8
Conference Theme	8
Sub-Themes & Tracks	8
Who are attending this conference?	8
Welcome from the Conference Chairs	9
Conference Committee	11
Types of Submissions and Output.....	11
ISBN for Online Conference Proceedings	12
Sponsors and support.....	12
Country representation in 2015 IMRA-IIMB International Conference	13
Conference Venue	14
Campus Map: Indian Institute of Management Bangalore (IIMB)	15
Conference Schedule: DAY-1: Wednesday 16 th December 2015.....	16
Conference Schedule: DAY-2: Thursday 17 th December 2015	18
Conference Schedule: DAY-3: Friday 18 th December 2015.....	20
Key People and Key Speakers	22
Session Plan for Technical Sessions.....	27
Book presentation.....	44
Special Session for Posters & In-Absentia submissions.....	45
Participants' list.....	49
Glimpses of 2014 IMRA ABRM International Conference, Cambridge, United Kingdom.....	50

Glimpses of 2014 IMRA Kean International Conference, New Jersey, United States of America	51
Glimpses of 2013 IMRA &RIT-ACMT International Conference, Zagreb, Croatia	52
Glimpses of 2012 IMRA International Conference, London, United Kingdom.....	53
Feedback by participants	54
Announcement: IMRA Seminars & Workshops in your City	57
Announcement: Future IMRA International Conferences.....	58
Contact details for 2015 IMRA-IIMB International Conference	59

International Management Research Academy (IMRA)

IMRA Mission

International Management Research Academy (IMRA) is a global academy dedicated to the continuous and effective development of management theory and practice. IMRA's mission is to be a collaborative catalyst between academics and practitioners in fostering relationships via creation, assistance and dissemination of cutting-edge management thinking.

IMRA aims to become a collaborative catalyst between academics and practitioners in fostering relationships via creation, assistance and dissemination of cutting-edge management thinking.

Based in London, United Kingdom, IMRA has more than 800 members spread across in more than 50 countries of the world.

IMRA wishes to accomplish this by:

1. Organizing conferences and events which bring people from academia, research organizations, government, social sector and private sector, together on a single platform and paving path for networking and fruitful stakeholder interaction.
2. Publishing cutting edge academic and professional articles via academic journals and magazines in the field of management.
3. Developing an online forum providing an opportunity for members to interact and network and thus build mutually beneficial collaborations.

Advisory Council

- Rajeev BATRA, University of Michigan, United States of America
- Ricardo GOTTSCHALK, United Nations, Switzerland
- Hongjoo HAHM, World Bank, United States of America
- D. Scott LEE, University of Nevada Las Vegas, United States of America
- Jatin PANCHOLI, Middlesex University, United Kingdom
- Paurav SHUKLA, Glasgow Caledonian University, United Kingdom
- Louise TURNER, Asia-Pacific Technology Network, United Kingdom

Executive Committee

- Phani Tej ADIDAM, University of Nebraska at Omaha, United States of America
- Xuanwei CAO, Xi'an Jiaotong-Liverpool University, Suzhou, China
- Bernadett KOLES, Initiative for Regulatory Innovation Center, Central European University Business School, Budapest, Hungary
- Jayadev M, Indian Institute of Management Bangalore, India
- Justin PAUL, University of Washington, Washington, United States of America
- Ernie STARK, Logikos and Experientia, United States of America
- M THENMOZHI, Indian Institute of Technology Madras, Chennai, India

IMRA International Conferences

International Management Research Academy (IMRA) successfully convenes international conferences. The following is the summary for the same:

2014 IMRA-ABRM International Conference, Cambridge, United Kingdom

IMRA in collaboration with the Academy of Business & Retail Management hosted at the University of Cambridge, UK, an international conference on the theme of "Restructuring of the Global Economy". There were 90 participants from 18 countries globally. Further details about this conference is available on webpage <http://www.imraweb.org/conferences/2014abrm>

2014 IMRA-Kean International Conference, New Jersey, United States of America

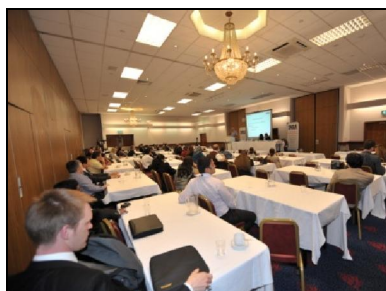
This conference was held in collaboration with the Kean University, New Jersey, USA during 29-31 May 2014. The main theme of this conference was: "Globalization and the Convergence of Creativity, Innovation and Entrepreneurship". There were 70 participants from 14 countries worldwide. More details about this conference is available on webpage <http://www.imraweb.org/conferences/2014usa>

2013 IMRA & RIT-ACMT International Conference, Zagreb, Croatia

This conference was held in collaboration with the Rochester Institute of Technology (RIT) - American College of Management & Technology (ACMT) in Zagreb, Croatia during 16-17 May 2013. The main theme of this conference was: "Management in an Interconnected World". There were 73 participants from 21 countries worldwide, in this conference. Summary of this conference can be found on <http://www.imraweb.org/conferences/2013zagreb>

2012 IMRA International Conference, London, United Kingdom

This conference was held in London, UK, during 17-18 May 2012. This conference was on the theme of "Emerging Markets and the New Dynamics of Management". There were 119 participants from 33 countries globally, during this conference. Further details about this conference can be found on web page <http://www.imraweb.org/conferences/2012london>



Experts and Leaders at IMRA

Some of the experts and leaders in corporate and academic sector, involved with IMRA are:



Michael ALDRICH

*Inventor, Innovator & Entrepreneur: Online shopping
Former IT Adviser to British Prime Minister Margaret Thatcher*



Joseph SHERIDEN

President and Chief Operating Officer (COO) of Wakefern Food Corp, USA



Louis TURNER

Chief Executive, Asia Pacific Technology Network, United Kingdom



Benoit GALICHET

Holcim Slovensko and VSH, Croatia



Daria MATELJAK

Managing Director Croatia and Partner, Hauska & Partner consulting company, Croatia



Phil NICHOLS

The Wharton School of the University of Pennsylvania, Philadelphia, United States of America



Scott LEE

Lee Business School at University of Nevada, Las Vegas, United States of America



Stephanie JONES

Maastricht School of Management, Netherlands



Ben BOSE

Founder, Mavens of London (a research-lead digital strategy agency), United Kingdom



Ernie STARK

Logikos and Experientia, United States of America



Milan BANDIC

Mayor of Zagreb, Croatia



John LIPINSKI

Middle Tennessee State University, Murfreesboro, United States of America.



Bernadett KOLES

Central European University Business School, Budapest, Hungary



Shawn STURGEON

RIT / American College of Management & Technology (ACMT), Zagreb, Croatia



Ken MORITA

Hiroshima University, Japan



Professor Noel CAPON

R.C. Kopf Professor of International Marketing at Columbia Business School, USA



Dr. Raj SHAH

Founder and CEO of Telemed Ventures, USA



Dhiresh JETHWA

Vice President and Chief Information Officer at Gerber Technology, USA



Dr. Michael COOPER

Dean - College of Business and Public Management, Kean University, USA



Prof. Frank VANDALL

Professor of Law, Emory University, USA

Journals for publication

IMRA has collaborated with the following internationally reputed refereed journals in the past for Special Issues of these journals based on the conference themes. All the conference participants received an opportunity to submit their full research papers for IMRA Special Issues of these journals and a few selected ones were published after the double-blind review process:



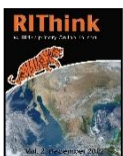
AI & Society: Journal of Knowledge, Culture & Communication, IMRA Special Issue on Technology, culture and innovation in Emerging Markets, Publication: Springer, United Kingdom. (ISSN: 0951-5666)



Asian Journal of Business Research, IMRA Special Issue: Management Trends in Emerging Markets, Publication: Asia Business Research Corporation Limited, New Zealand. (ISSN 1178-8933)



International Journal of Emerging Markets, IMRA Special Issue on Emerging Markets: Exploring the diversity of theories, practices and applications, Publication: Emerald Group Publishing Limited, United Kingdom. (ISSN: 1746-8809)



RIThink Multidisciplinary Online Journal, IMRA Special Issue on Management in an interconnected world. Publication: RIT-ACMT, Zagreb, Croatia. RIThink brings together scientists, researchers, experts, and students in an open academic discourse of innovative ideas, both tested and untested. (ISSN 1848-5324)



Management Research Review (MRR), IMRA Special Issue on Globalization and the Convergence of Creativity, Innovation and Entrepreneurship, Publication: Emerald Group Publishing Limited, United Kingdom. (ISSN: 2040-8269)

Note: Kindly note that the journals differ based on the theme of the conference.

Country representation in IMRA International Conferences

IMRA International Conferences have been represented by the following countries:

	Australia		Hungary		Saudi Arabia
	Azerbaijan		India		Slovakia
	Brazil		Indonesia		South Africa
	Canada		Italy		Sri Lanka
	China		Japan		Spain
	Congo		Korea		Sweden
	Croatia		Latvia		Switzerland
	Denmark		Malaysia		Thailand
	Ethiopia		Moldova		Turkey
	Georgia		Netherlands		United Arab Emirates
	Egypt		Pakistan		United Kingdom
	Finland		Philippines		United States of America
	France		Poland		
	Germany		Romania		
	Hong Kong		Russia		

Indian Institute of Management, Bangalore, India

Indian Institute of Management, Bangalore, India (IIMB) is a public institution of national importance that is autonomous, standalone management school and not part of any university. It was established in 1973 by the Government of India through the creation of an IIMB Society which is the legal entity behind the institution. The school works within the national policy guidelines established by the Ministry of Human Resource Development, Government of India. A Board of Governors oversees the management of the school and provides strategic directions.



The school excels in teaching and research. It is amongst the top management schools in India and Asia according to several rankings. For the sixth consecutive year IIMB has been nominated the Best School in Central Asia region by Eduniversal, and retained its 'Five Palms' status as a 'Universal Business School with Major Influence' in 2013.

IIMB is the only Indian B-school in Global Network for Advanced Management (GNAM) list that features Yale, LSE, INSEAD and other top B-schools in the world. GNAM fosters substantive ties among the world's leading business schools, providing opportunities for faculty to exchange ideas and for students to experience the complexity that will characterize any environment in which they will lead.



IIMB is ranked No.1 in the 'Business and Management' category of a Stanford study on Indian social science research. The study was done by Professor Sharique Hasan of Stanford University, Graduate School of Business, who based the rankings of Indian universities and institutes on productivity in social science research. The grading is based on a limited set of variables, namely the number of peer-reviewed journal articles produced by an institution and the number of citations these articles received.

In a research conducted by India's leading business magazine named the 'Business Today' IIMB has come out in top position. The institute received the NCPEDP-Mphasis Universal Design Award 2012 for pioneering work in the field of promoting Accessibility and Universal Design and ensuring life of equality and dignity for disabled people. IIMB's Career Development Services team won 'Best Placement Cell' for helping in implementing of education and development in the India Today Aspire Education Summit 2012.

In June 2010, IIMB received European Quality Improvement System (EQUIS) accreditation by the European Foundation of Management Development (EFMD). The EFMD awarded the EQUIS Re-accreditation to IIMB in 2014.

IIMB generates knowledge through cutting-edge research in all functional areas of management that would benefit public and private sector companies, the government and the society in general. The knowledge generated by faculty at IIMB, has appeared in leading academic journals listed in Financial Times 45, Business Week 20, UT Dallas etc. Further details can be found on <http://www.iimb.ernet.in/research/journal-publications/>

IIMB is the first B-School in Asia to sign an agreement with Harvard Business Publishing (HBP) to distribute faculty teaching cases. IIMB has also entered into a partnership with Richard Ivey School of Business to co-brand and distribute faculty-authored cases globally.

More details about IIMB can be found on the website www.iimb.ernet.in

2015 IMRA IIMB International Conference: 16-18 December 2015

2015 IMRA IIMB International Conference is organized by the International Management Research Academy (IMRA), London, United Kingdom, in collaboration with the Indian Institute of Management Bangalore (IIMB), India, during Wednesday 16th to Friday 18th December, 2015. This conference is held at the campus of IIMB, Bengaluru (Bangalore), India.

Conference Theme

“Inclusive Growth & Profits with Purpose: New Management Paradigm”

The main theme of this conference is ‘Inclusive Growth & Profits with Purpose: New Management Paradigm’. The policy makers of several nations have been expressing the concern that the benefit of economic growth is not being equally distributed among all sections of the society. Inclusive growth is the need of the hour for the pace and the pattern of economic growth. It is more than just productive employment and increasing incomes of excluded groups. Inclusive growth allows people to “contribute to and benefit from economic growth”. Inclusive growth includes growth of economy that reduces poverty and creates employment opportunities, access to essential services in health and education especially for the poor, equality of opportunity, empowerment through education and skill development, environmental sustainability, recognition of women’s agency and good governance.

Towards the goal of achieving inclusive growth, the corporate sector need to revisit and recognize that sustainable strategies not only fulfil a higher purpose but increased wealth can be generated by doing good things. In the words of Ratan Tata, Chairman Emeritus of Tata Sons, “purpose is a spiritual and moral call to action; it is what a person or company stands for”. It is more of investing in socially inclusive businesses, innovative business models to reach the bottom of the pyramid and investing in environmentally beneficial technologies. Thus the conference theme is two sides of the same coin inclusive growth and profits with purpose.

Sub-Themes & Tracks

Contributions are n the areas of the following sub-themes and tracks:

- Corporate and environmental sustainability
- Corporate governance and sustainability
- Economics
- Entrepreneurship and Social Entrepreneurship
- Finance and accounting
- Financial Inclusion: Access to Credit and other Financial Services
- Gender Equity and Women Empowerment
- General management
- Health and healthcare management
- Human Resource management
- Innovative Business Models to reach the “Bottom of the Pyramid”
- International management
- Knowledge Management
- Law, society and ethics
- Management in Emerging & Frontier Markets
- Management of educational services
- Marketing Management and consumer behavior
- Natural Resources Management
- Operations management
- Organization behavior
- Public and not-for-profit management
- Skill Development
- Strategic management
- Sustainable growth and risk management
- Technology & Innovations management
- Tourism and hospitality management

Who are attending this conference?

The conference attendees include researchers, academics, management consultants, corporate professionals, corporate trainers, government officials, representatives of think tanks, social service organizations, entrepreneurs, doctoral and masters students.

Welcome from the Conference Chairs

We warmly welcome you on behalf of the International Management Research Academy (IMRA), London, United Kingdom and the Indian Institute of Management Bangalore (IIMB), Bengaluru, India, to the 2015 IMRA-IIMB International Conference on the theme “Inclusive Growth & Profits with Purpose: New Management Paradigm”. It is a great honour and privilege for us to be co-chairs for this globally prestigious conference and we aim to serve the researchers’ fraternity to disseminate knowledge for further advancement of various disciplines.

The preparation for this conference started in February 2014 with initial discussions between IMRA and IIMB representatives. Based on few detailed discussions, the main theme and the sub-themes were framed and then the conference was announced globally. The main theme of the conference was identified as “Inclusive Growth & Profits with Purpose: New Management Paradigm” because of its importance to both the developed and developing countries. Developed nations are raising concern over purpose of corporate organizations and developing nations are worried about reaching the benefits of economic growth to all the sections of society. Thus the conference offers a platform to discuss, debate and move forward with regards to this new policy agenda.

This conference has witnessed an overwhelming response with 816 extended abstracts submitted in various categories including competitive papers, presentation papers, posters, case studies and white papers, book presentations. We received submissions from 21 countries in the first round. 290 of the submissions were desk rejected on the grounds of poor quality and misfit with the conference theme. The balance 526 passed through a rigorous process of double-blind review by international reviewers nominated by IMRA and IIMB and final review was undertaken the track directors.

All the reviewers were invited and assigned submissions in a manner to avoid any conflict of interest (i.e. they were not the authors of the same submission). Of the remaining 526 submission, 305 of these were rejected after the process of double-blind review. The broad reasons for these rejections were poor research methods, unclear research objectives, lack of in-depth literature review and mismatch with the conference theme. Each of these rejected submissions was provided constructive feedback for their future improvement. Out of those 221 accepted, some were accepted with conditions for major / minor revisions and reclassification of submission type. All the authors were given an opportunity to revise their submissions and make final editing.

From the pool of these 221 accepted submissions, 157 registered for this conference. In addition, 23 individuals registered for this conference as non-presenting participants. Furthermore, there are a few guests and representatives from the IMRA and the IIMB attending this conference. In total, this conference is witnessing 195 participants coming from 15 countries including the United States of America, the United Kingdom, Belgium, Australia, France, China, Indonesia, Canada, India, Malaysia, Slovakia, Sri Lanka, South Africa, Brazil and the United Arab Emirates, making this as a truly international conference.

Organizing an international conference requires a serious commitment from the executive leadership, which we clearly found in IMRA and IIMB at all the stages. We convey our special thanks to the IMRA Advisory Council, the leadership at IIMB and the conference committee members for providing all the support and kind cooperation for the success of this conference. We would like to particularly thank Prof. Devnath Tirupathi for his kind support at the initial stage. Our heartfelt gratitude to Prof. Sushil Vachani (Director, Indian Institute of Management Bangalore, India) and Prof. Ishwar Murthy (Dean, Indian Institute of Management Bangalore, India), for their kind support for this conference.

Our sincere acknowledgements to S. Sivakumar (Divisional Chief Executive of the ITC Agri Business Division, India) for his kind consent to inaugurate this conference. We convey our special gratitude to Professor Saras D. Sarasvathy (Professor Darden Business School, University of Virginia, United States of America) for her kind support to address as the Key Note Speech in the Inauguration

Session. It is an honour for us that we have Professor Bobby Banerjee (Professor of Management, Cass Business School, City University, London, United Kingdom) with us as a Key Note Speaker for the Valedictory & Award Ceremony.

We convey our special acknowledgements to Thulasiraj Ravilla (Executive Director, LAICO & Director-Operations, Aravind Eye Care System, India) and Professor Ravi Seethamraju (The University of Sydney Business School, Australia) for their kind consent to be the Key Speakers for the Plenary Sessions. Our special appreciation to Professor Phani Tej Adidam (University of Nebraska at Omaha, United States of America) and Professor Jaywant Singh (Kingston University, United Kingdom) for their initiatives and leadership to offer Special Research Training and Workshops for this conference. We are indeed indebted to Professor Michael Chattalas (Kean University, United States of America) for his kind support and help for successful conference organization.

Due credit goes to the Key Speakers of the Research Round Table Seminar and Technical Session Chairs for agreeing to share their rich knowledge and expertise in this conference.

Any major endeavor is not possible to accomplish without help and support from others, and this international conference is no exception. We convey our special thanks to Kshitija Mitter, Jenny Martin and all other members of IMRA and IIMB staff for their constant support for the efficient organization of this conference. They have burnt midnight oil to communicate with the participants, assisting in the research review process and helping the participants for their accommodation and other logistics requirements.

Once again we convey our profound gratitude to all those directly and indirectly helped for the success of this conference at various stages.

We heartily welcome you to Bengaluru, the beautiful garden city of India, an Asian hub of global technological companies, and a cosmopolitan city!

Thank you.

- M. JAYADEV, Indian Institute of Management Bangalore, Bengaluru, India
- Jatin PANCHOLI, Middlesex University, London, United Kingdom
- Paurav SHUKLA, Glasgow Caledonian University, London, United Kingdom
- Suresh BHAGAVATULA, Indian Institute of Management Bangalore, Bengaluru, India
- P. D. JOSE, Indian Institute of Management Bangalore, Bengaluru, India

Conference co-chairs, 2015 IMRA IIMB International Conference

Conference Committee

- Amit SHAH, Frostburg State University, Frostburg, United States of America
- Bernadett KOLES, Central European University Business School, Budapest, Hungary
- Bipin DIKSHIT, Indian Institute of Management Tiruchirappalli, India
- Ernie STARK, Logikos and Experientia, Consulting, Bellevue, United States of America
- H. K. N. RAGHAVAN, Equitas Microfinance, India
- K. BALAKRISHNAN, Chandragupt Institute of Management Patna, India
- Michael CHATTALAS, Kean University, United States of America
- Shawn STURGEON, RIT-ACMT, Zagreb, Croatia
- Suresh BHAGAVATULA, Indian Institute of Management Bangalore, Bengaluru, India
- Venkateshwarlu M, NITIE, Mumbai, India
- Xuanwei CAO, Xi'an Jiaotong-Liverpool University, Suzhou, China

Types of Submissions and Output

The following are the types of submissions and output included for this conference. All the below submissions and output shall be published in the online Conference Proceedings with ISBN:

1. Competitive Papers (CP)
2. Presentation Papers (PP)
3. Poster Presentations (PR)
4. Case Studies & White Papers (CW)
5. Masters & Doctoral Students' Papers (MD)

(1) Competitive Papers (CP): These represent the completed original work by the authors. The full-papers in this category once double-blind reviewed, accepted and registered (in person / in absentia / virtually) are included in the competition for the awards. These papers shall be also considered for potential publication in the journals. These will be certainly included in the online Conference Proceedings.

(2) Presentation Papers (PP): These represent the original work by the authors that is ready for presentation but may not be complete in terms of data analysis and findings. Hence, these submissions will get more time to work upon and submit, and may not necessarily be double blind-reviewed. These will not be included in awards and journal publication at this stage. However, these will included in the online Conference Proceedings.

(3) Poster Presentations (PR): These represent findings from a current working paper. Authors display posters of their research, distribute their papers, and are available to discuss and answer questions during the assigned poster session. There is a separate award for the Best Poster. All Posters will be included in the online Conference Proceedings.

(4) Case Studies & White Papers (CW): These include practical case studies and white papers researched by the author(s) from academics, practitioners and policy makers. These will include observational and experiential knowledge that will be useful to other participants. This type of output is most suitable to managers and leaders from corporate, government and management consultants. The output can be in form of an Extended Abstract / Case Study / White Paper / PowerPoint Presentation. This will be included in the Conference Proceedings. There is a special award for the Best Case Study / White Paper in this conference.

(5) Masters & Doctoral Students' Papers (MD): These represent research contributions by masters level and doctoral level students. These could be original work or research coming out from their dissertation / thesis. There is a separate award in this category. The output must have an Extended Abstract submitted first. Once it is double blind-reviewed, the author(s) must submit their final full paper. The full papers in this category once double-blind reviewed, accepted and registered (in person

/ in absentia / virtually) will be included in the competition for the awards. These papers shall be also considered for potential publication in the journals. This will be included in the Conference Proceedings.

ISBN for Online Conference Proceedings

The Online Conference Proceedings for this conference can be downloaded from the website www.imraweb.org and has an International Standard Book Number (ISBN) **978-0-9573841-1-5**. The Online Conference Proceedings include research contributions of only registered participants that are were submitted prior to the deadline. They are double-blind reviewed and accepted after the editorial and review process. Unfortunately, we are unable to include any late submissions in the Conference Proceedings, even if they are accepted for the conference.

Certificate of Appreciation

Sponsors and support



Indian Institute of Management Bangalore, Bengaluru, India



International Management Research Academy (IMRA), London, United Kingdom

Country representation in 2015 IMRA-IIMB International Conference



Australia



Belgium



Brazil



Canada



China



France



India



Indonesia



Malaysia



Slovakia



Sri Lanka



South Africa



United Arab Emirates



United Kingdom



United States of America

Conference Venue

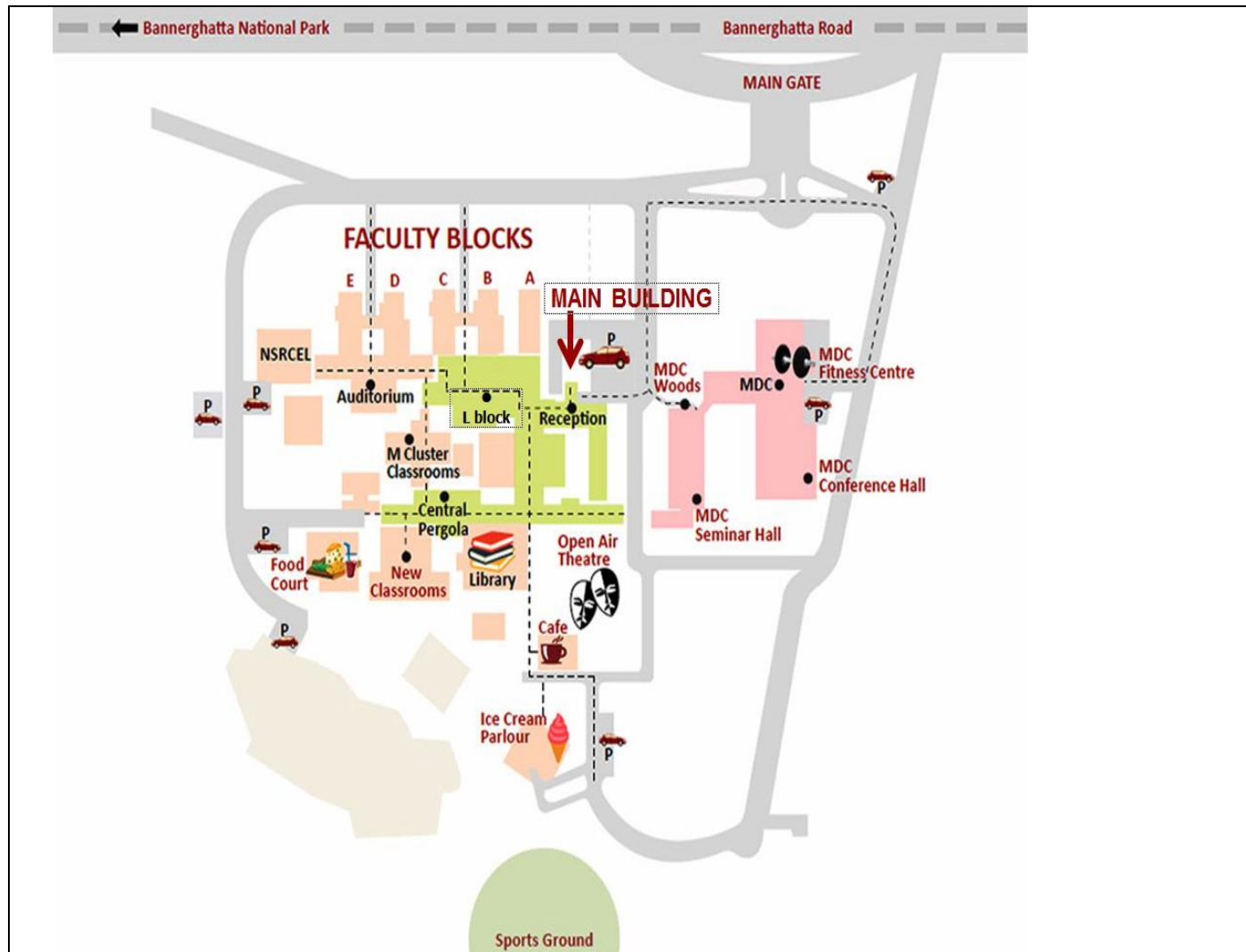
2015 IMRA-IIMB International Conference
Indian Insitute of Management Bangalore (IIMB)
Main Building,
L Block (Main Building), Ground floor,
Indian Insitute of Management Bangalore (IIMB) Campus,
Bannerghatta Road,
Bilekahalli,
Bengaluru (Bangalore): 560 076
Karnataka
India

Emergency Phone numbers:

+91 80 2658 2450

+91 80 2699 3996

Campus Map: Indian Institute of Management Bangalore (IIMB)



Conference Schedule: DAY-1: Wednesday 16th December 2015

Time	Agenda	Chairs & Speaker(s) / Submission ID no.	Room, Floor, Building Name
8:15 am to 9:15 am	Welcome at the Conference Registration Desk and collection of Conference Kits		Ground Floor, L block, Main Building, IIMB Campus
9:15 to 9:25 am	<i>All the participants are requested to take their seats</i>		IIMB Auditorium, Ground Floor, Main Building, IIMB Campus
9:30 am to 11:15 am	Inauguration Ceremony and Key Note Address	Chief Guest: S. SIVAKUMAR (Divisional Chief Executive of the ITC Agri Business Division) Key Note Speaker: Professor Saras D. SARASVATHY (Professor Darden Business School , University of Virginia)	IIMB Auditorium, Ground Floor, Main Building, IIMB Campus
11:15 am to 11:45 am	High Tea		Next to IIMB Auditorium
11:45 am to 12:45 pm	Plenary Session-1: Paradigm for inclusive growth and challenges	Session Chair: Prof. P. D. JOSE Key Speaker: Thulasiraj RAVILLA (Executive Director, LAICO & Director-Operations, Aravind Eye Care System)	IIMB Auditorium, Ground Floor, Main Building, IIMB Campus
12:45 noon to 2:00 pm	Buffet Luncheon		MDC Woods, IIMB Campus
2:00 pm to 3:15 pm	Technical Session-1: Financial Inclusion	Session Chair: Ardhendu Shekhar SINGH Presentations: 433, 514, 781	Room: M-22, First Floor, Main Building
	Technical Session-2: Improving Quality of Governance	Session Chair: Terry DWORKIN Presentations: 400, 457, 496	Room: M-23, First Floor, Main Building
	Technical Session-3: Management of human resources for inclusive growth	Session Chair: Rodrigo ZEIDEN Presentations: 429, 442, 561	Room: L-11, Ground Floor, Main Building
	Technical Session-4: Health care for sustainable development	Session Chair: Satish PARTHAN Presentations: 693, 590, 880	Room: L-12, Ground Floor, Main Building
	Technical Session-5: Inclusive growth and enterprise	Session Chair: Gabriela DOVALOVA Presentations: 637, 855, 1045	Room: L-21, First Floor, Main Building
	Technical Session-6: Environmental Sustainability	Session Chair: Pradeep BRIJLAL Presentations: 614, 759, 736	Room: L-22, First Floor, Main Building
	Technical Session-7: Cause related marketing	Session Chair: Meeta MUNSHI Presentations: 1025, 1040, 1051	Room: N-103, First Floor, Main Building

(please refer to the next page for the continued agenda)

Conference Schedule: DAY-1: Wednesday 16th December 2015

(continued agenda from the previous page)

3:15 pm to 3:45 pm	Tea break		L Block, Ground Floor, Main Building
3:45 pm to 5:00 pm	Research Training & Workshop on Strategic Marketing	Session Chair: Jaywant SINGH Key Speaker: Prof. Phani Tej ADIDAM	Room: N-103, First Floor, Main Building
	Technical Session-8: Consumer psychology in driving growth for financial instruments	Session Chair: Vivek G. S. Presentations: 985, 539, 794	Room: M-22, First Floor, Main Building
	Technical Session-9: Corporate Sustainability and human capital	Session Chair: Sonal Choudhary Presentations: 735, 434, 450	Room: M-23, First Floor, Main Building
	Technical Session-10: Education	Session Chair: Parasharam PATIL Presentations: 564, 515, 929	Room: L-11, Ground Floor, Main Building
	Technical Session-11: Profits with Purpose & firm innovation	Session Chair: Avinash ARYA Presentations: 386, 971, 467	Room: L-12, Ground Floor, Main Building
	Technical Session-12: Macro-marketing influences	Session Chair: Veronika HVOZDIKOVA Presentations: 538, 624, 904	Room: L-21, First Floor, Main Building
5:00 pm to 6:00 pm	Technical Session-13: Financial innovations & practices	Session Chair: M. VENKATESHWARLU Presentations: 536, 699, 947	Room: L-22, First Floor, Main Building
	Group Photography & Video Interviews		As directed by the photographer

Conference Schedule: DAY-2: Thursday 17th December 2015

Time	Agenda	Chairs & Speaker(s) / Submission ID no.	Room, Floor, Building Name
8:30 am to 9:00 am	<i>Only the authors of the Posters should be present and display their Posters for the exhibition starting at 2:30 pm</i>	Posters submission id numbers: 575, 619, 634, 798, 807, 851, 884, 1024, 1055	Room: L-11, Ground Floor, Main Building
9:00 am to 10:15 am	Technical Session-14: Consumers as stakeholders in retail experiences	Session Chair: Sameer DESHPANDE Presentations: 809, 497, 1069	Room: M-22, First Floor, Main Building
	Technical Session-15: Entrepreneurship & Social Entrepreneurship	Session Chair: Suresh BHAGAVATULA Presentations: 964, 1014, 1053, 912	Room: M-23, First Floor, Main Building
	Technical Session-16: Financial Markets for Growth and innovative practices	Session Chair: Jayalakshmy RAMACHANDRAN Presentations: 511, 984, 449	Room: L-11, Ground Floor, Main Building
	Technical Session-17: Inclusive growth and social media	Session Chair: To be announced Presentations: 401, 608, 978	Room: L-12, Ground Floor, Main Building
	Technical Session-18: Health care for sustainable development	Session Chair: Aditi SHARMA Presentations: 507, 1046, 897	Room: L-21, First Floor, Main Building
	Technical Session-19: Management of human resources for inclusive growth	Session Chair: Boris HOSOFF Presentations: 382, 937, 563	Room: L-22, First Floor, Main Building
	Technical Session-20: SME alliances & leveraging human capital	Session Chair: Ashu SHARMA Presentations: 975, 1052, 942	Room N-103, First Floor, Main Building
10:15 am to 10:45 am	High Tea		L Block, Ground Floor, Main Building
10:45 am to 11:45 pm	Plenary Session-2: Adoption of Information Technology Systems in Small & Medium Enterprises: Opportunities and Challenges	Session Chair: Prof. Charan SINGH Key Speaker: Prof. Ravi SEETHAMRAJU (University of Sydney Business School, Australia)	Room N-103, First Floor, Main Building
11:45 pm to 12:00 noon	Short break		

(please refer to the next page for the continued agenda)

Conference Schedule: DAY-2: Thursday 17th December 2015

(continued agenda from the previous page)

12 noon to 1:15 pm	Special Session: Brands and social responsibility – Research insights and future directions	Session Chair: Michael CHATTALAS Key Speaker: Prof. Jaywant Singh	Room: N-103, First Floor, Main Building
	Technical Session-21: Financial Inclusion from a macro perspective	Session Chair: D. N. S. KUMAR Presentations: 489, 1043, 1076	Room: M-22, First Floor, Main Building
	Technical Session-22: Human Strategic Management for Sustainable development	Session Chair: Sunil D'SOUZA Presentations: 676, 1050, 1068	Room: M-23, First Floor, Main Building
	Technical Session-23: Marketing of food products and pricing issues	Session Chair: Irawati PRIYANTI Presentations: 655, 675, 887	Room: L-11, Ground Floor, Main Building
	Technical Session-24: Women Empowerment	Session Chair: Vijayalakshmi NEDUNGILLI Presentations: 431, 935, 941	Room: L-12, Ground Floor, Main Building
	Technical Session-25: Healthcare challenges	Session Chair: Jay MULKI Presentations: 613, 868, 961	Room: L-21, First Floor, Main Building
	Technical Session-26: Business models challenges	Session Chair: M Jayadev Presentations: 844, 848, 666, 890	Room: L-22, First Floor, Main Building
1:15 pm to 2:30 pm	Buffet Luncheon		MDC Woods, IIMB Campus
2:30 pm to 4:15 pm	Special Session for Posters & In-Absentia submissions	Posters: 575, 619, 634, 798, 807, 851, 884, 1024, 1055 In-absentia: 402, 456, 493, 499, 512, 517, 520, 544, 570, 578, 583, 818, 882, 910, 1029, 1074, 1078	Room: L-11, Ground Floor, Main Building
4:15 pm to 4:45 pm	Tea break		L Block, Ground Floor, Main Building
4:45 pm to 6:00 pm	Technical Session-27: Virtual video presentations	Presentations: 680, 409, 392	Room: L-11, Ground Floor, Main Building
	Technical Session-28: Virtual video presentations	Presentations: 383, 540, 566	Room: L-12, Ground Floor, Main Building
	Technical Session-29: Healthcare challenges	Session Chair: Madhavi R. Presentations: 841, 1058, 667	Room: L-21, First Floor, Main Building
6:00 pm to 7:00 pm	Short break <i>All the participants are requested to reach MDC Woods for the Conference Gala Dinner by 7:00 pm</i>		
7:00 pm to 9:30 pm	Conference Gala Dinner		MDC Woods, IIMB Campus

Conference Schedule: DAY-3: Friday 18th December 2015

Time	Agenda	Chairs & Speaker(s) / Submission ID no.	Room, Floor, Building Name
9:00 am to 1:00 pm	<p>Research Round Table Discussion: Challenges in Building Sustainable Agri-Food Supply Chains in India</p> <p><i>(Note: The participants of this session may join for Lunch at 1:00 pm and then join at 1:30 pm for the Valedictory & Award Ceremony)</i></p>	<ul style="list-style-type: none"> Prof. Gopal NAIK (Professor, IIM Bangalore) Manoj RAJAN (Additional Secretary, Co-Operation Department, Government of Karnataka & Managing Director & CEO, Rashtriya e Market Services Private Limited) K. Y. UDAYKUMAR (Sri Sri Institute of Agricultural Sciences & Technology Trust) Yasmin MERALI (Hull University Business School, UK) Dr. CHANDRAMOULI (Vice President, Global Green Group, Bangalore) 	Room: L-11, First Floor, Main Building
9:00 am to 10:15 am	Technical Session-30: Human Strategic Management for Sustainable development	Session Chair: Kirti RAJHANS Presentations: 773, 916, 648	Room: M-22, First Floor, Main Building
	Technical Session-31: Social marketing reflections	Session Chair: Shantanu PRASAD Presentations: 989, 692, 657	Room: M-23, First Floor, Main Building
	Technical Session-32: Branding and consumer engagement	Session Chair: Neha GUPTA Presentations: 616, 476, 812	Room: N-103, Ground Floor, Main Building
	Technical Session-33: Operations Management & big data	Session Chair: Mrinmoy MAJUMDER Presentations: 464, 688, 385	Room: L-12, Ground Floor, Main Building
	Technical Session-34: Bottom of the pyramid challenges	Session Chair: Vijay PATEL Presentations: 404, 408, 1070	Room: L-21, First Floor, Main Building
	Technical Session-35: Building inclusive organizations and society	Session Chair: Chandrashekhar CHITALE Presentations: 591, 1021, 847	Room: L-22, First Floor, Main Building
10:15 am to 10:45 am	High Tea		L Block, Ground Floor, Main Building

(please refer to the next page for the continued agenda)

Conference Schedule: DAY-3: Friday 18th December 2015

(continued agenda from the previous page)

10:45 am to 12:00 noon	Book presentation by authors: Potential of The Silver Economy In Ageing Europe Dealing With Persistent Debt Crisis And Problems In The Labor Market	Session Chair: Hari Govind MISHRA Presentation: 617	Room: N-103, Ground Floor, Main Building
	Technical Session-36: Skill Development	Session Chair: Prabhat Kumar YADAV Presentations: 1090, 682, 981	Room: M-22, First Floor, Main Building
	Technical Session-37: Sustainable Growth and Risk Management	Session Chair: P. D. Jose Presentations: 528, 1027, 891	Room: M-23, First Floor, Main Building
	Technical Session-38: New avenues in marketing	Session Chair: Surbhi JAIN Presentations: 911, 795, 1056	Room: L-11, Ground Floor, Main Building
	Technical Session-39: Financial Services Sector	Session Chair: Namrata SANDHU Presentations: 808, 945, 513	Room: L-12, Ground Floor, Main Building
	Technical Session-40: Talent management and employee engagement	Session Chair: Abdul GANI Presentations: 581, 588, 1022	Room: L-21, First Floor, Main Building
	Technical Session-41: Human sustainable management	Session Chair: To be announced Presentations: 512, 1071, 523	Room: L-22, First Floor, Main Building
12:00 noon to 1:30 pm	Buffet Luncheon		MDC Woods, IIMB Campus
1:30 pm to 3:15 pm	Valedictory & Award Ceremony	Session Chair: Michael CHATTALAS Key Note Speaker: Prof. Bobby BANERJEE (Professor, Cass Business School, City University, London, United Kingdom)	Room N-103, First Floor, Main Building
3:15 pm to 4:00 pm	High Tea and conclusion of the conference <i>Group Photography & Video Interviews</i>		L Block, Ground Floor, Main Building

Key People and Key Speakers



Saras SARASVATHY

Professor Saras D. Sarasvathy is a member of the Strategy, Entrepreneurship and Ethics area. In addition to MBA and doctoral courses in entrepreneurship at Darden, she teaches in doctoral programs in Europe, Asia, Latin America and Africa. In 2007, Sarasvathy was named one of the top 18 entrepreneurship professors by *Fortune Small Business* magazine. In 2013, Babson College awarded her an honorary doctorate for the impact of her work on entrepreneurship education. In addition to the Jamuna Raghavan Chair at the Indian Institute of

Management, Bangalore, Sarasvathy currently holds a chair professorship from Nankai University in Tianjin, China and a jubilee professorship from Chalmers University in Gothenburg, Sweden.

In addition to teaching awards from other universities, she won the 2015 Mead-Colley Honored Faculty Award from UVA for active engagement with students. Her scholarly work has won several awards, including the 2001 William H. Newman Award from the *Academy of Management* and the 2009 and 2015 Gerald E. Hills Best Paper Awards from the *American Marketing Association*. Her book *Effectuation: Elements of Entrepreneurial Expertise* was nominated for the 2009 Terry Book Award by the *Academy of Management*. Her thesis on entrepreneurial expertise was supervised by Herbert Simon, 1978 Nobel Laureate in Economics. Sarasvathy serves on the board of Lending Tree (Nasdaq TREE) and writes a monthly column for the Corporate Dossier section of The Economic Times.

S. SIVAKUMAR

S. Sivakumar is the Divisional Chief Executive of the Agri Business Division. He is also the Chairman of Technico Agri Sciences Limited, and Vice Chairman of ITC Infotech India Limited and its subsidiaries in the UK and USA. Sivakumar has conceptualized and spearheaded the execution of the path-breaking ITC e-Choupal model. Topper of the Class of 1983 from the Institute of Rural Management Anand, (IRMA), Sivakumar worked with a farmers' cooperative for six years before joining ITC in 1989.



Sivakumar is the Chairman of the National Agricultural Council of the Confederation of Indian Industry (CII), Vice Chairman of the World Economic Forum's Global Agenda Council on Social Innovation, and a member on the Board of Governors of Institute of Rural Management, Anand (IRMA).

Sivakumar served on the Boards of India's National Bank for Agriculture and Rural Development (NABARD), and Indo US Knowledge Initiative on Agriculture, the Private Sector Committee of the Consultative Group on International Agricultural Research (CGIAR), and UN Global Compact's Core Advisory Group to develop Sustainable Agriculture Business Principles, among other organizations.



Michael CHATTALAS

Dr. Michael Chattalas, a leading expert in the field of nation-branding and country-of-origin effects, joined the full-time faculty of Kean University in the Fall 2011, adding expertise in the areas of international marketing, global business, advertising, sustainability, and cross-cultural consumer behavior. Further, Dr. Chattalas serves as Academic Program Coordinator for Marketing with an added emphasis on global business.

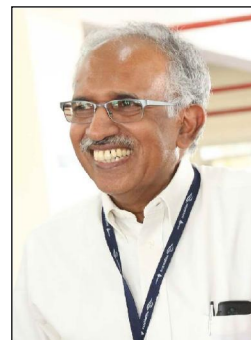
Previously, Professor Chattalas taught at Fordham University Schools of Business as a full-time faculty from 2005 - 2011. In addition, Dr. Chattalas has taught fourteen Executive Master's courses in Marketing and International Business since 2004 for Baruch College, CUNY in Singapore, Hong Kong and Taiwan. From 1994 - 2004, Prof. Chattalas served as a Professor at Wagner College. In recognition of his outstanding teaching, Dr. Chattalas received presidential excellence awards from both Baruch College and Wagner College.

Dr. Chattalas holds a Ph.D. degree in Marketing from The City University of New York (Baruch College). Dr. Chattalas has published scholarly Journal papers (in International Marketing Review, Journal of Consumer Marketing, Services Marketing Quarterly and Place Branding and Public Diplomacy) and presented at global conferences and industry workshops (recently in Turkey, UK, Slovenia, France, Brazil, Taiwan, China, Greece, Iceland and the USA) on international marketing and consumer behavior topics such as, nation-brand personality, national stereotypes, luxury consumption, sustainability and cross-cultural issues.

Thulasiraj RAVILLA

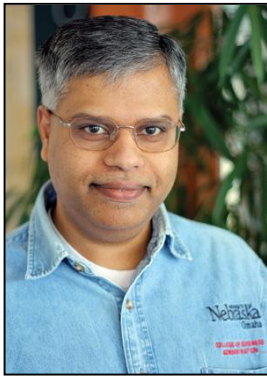
Thulasiraj is part of the senior leadership team of Aravind since 1981. Aravind Eye Hospital is a large provider of eye care, known for its sustainable, scalable and replicable model of service delivery. Thulsi was instrumental in establishing Aravind's systems and processes that are being replicated by hospitals across the developing world.

In line with organization's mission to eliminate needless blindness, Thulasiraj along with his team have mentored over 320 eye hospitals across the globe, often resulting in doubling of their output in the year following the engagement. As head of Aravind's technology department, he helped Aravind become one of the pioneer hospital in the country to adopt the Information Technology. This and other initiatives led Aravind to appear in Fast Co.'s list of the 50 most innovative companies in the world. Aravind Eye Care System was awarded the Gates Award for Global Health, the Champalimaud Award, and more recently the Conrad Hilton Humanitarian award.



Thulasiraj has been an Advisor to India's National Programme for the Control of Blindness (NPCB) and WHO. He was the Regional Chair of the International Agency for the Prevention of Blindness and was the founder President of Vision 2020 India.

Thulasiraj was named as a Social Entrepreneur in 2005 by the Schwab Foundation (World Economic Forum); adjudged the "Hospital Administrator of the Year in 2008" in India by Modern Medicare and GE Health; speaker at the TED Conference, India in 2009; listed among the 30 Most Influential People in Public Health globally by a portal on Masters in Public Health Management; in 2014, honoured as the "Most inspiring Healthcare Leader of the year" by Times of India Group.



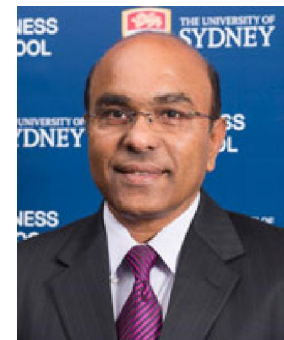
Phani Tej ADIDAM

Phani Tej Adidam is the Executive Management Education Professor at the University of Nebraska at Omaha. He is also the director of International Initiatives, and the Chairman of the Marketing and Management department. His research interests include marketing strategy, decision confidence, competitive intelligence, customer relationship management (CRM), demographics of health insurance economics, and sales management.

His work was awarded the Journal of Marketing's Marketing Science Institute/H. Paul Root Award for most significant contribution to the advancement of the practice of marketing" for 1999.

Ravi SEETHAMRAJU

Ravi's research explores the evolving relationships between IT-enabled innovations and performance. He works in two particular areas, the first exploring how these innovations are effectively adopted and used in organizations, supply chains and health care. The second examines the role of these innovations in improving students' learning experiences, skills and 'work-readiness'. His research was published in several leading international journals including Information Systems Frontiers, Australian Accounting Review, Business Process Management Journal, Engineering Management Journal, Assessment and Evaluation in Higher Education, Management Review and others.



Ravi's research was funded by national grants, university/school grants and large Australian teaching and learning research grants. Ravi teaches accounting systems and management accounting in the discipline and earlier taught process management, enterprise systems, operations management to undergraduate, post graduate, MBA and executive MBA students at the University of Western Sydney, Macquarie Graduate School of Management and Queensland University of Technology. He led the introduction of several curriculum design initiatives and teaching and learning innovations.



Jaywant SINGH

Jaywant Singh is Associate Professor in the Department of Strategy, Marketing and Innovation at the Kingston University, where he teaches consumer behaviour and research methods. Jaywant studied and worked in India, Australia (MBA), Denmark, Singapore and UK (PhD) in business and management related areas for several years. Prior to joining Kingston University, he was a senior lecturer at the University of Bedfordshire. He received his PhD (Marketing) in 2004. Jay's research interests are in the area of consumer behaviour and branding, specifically in customer loyalty, consumer perceptions of corporate social responsibility, new brands and product variants,

new media, online marketing, service failure and recovery, and brand alliances in b2b and b2c domains.

His research has been published in top-tier international journals such as the European Journal of Marketing, Journal of Advertising Research, Journal of Business Ethics, International Journal of Market Research, Industrial Marketing Management, and Journal of Business and Industrial Marketing. He is currently co-editing a book on contemporary issues in brand management (The Routledge Companion to Brand Management), and is the lead author for the forthcoming edition of a popular textbook on consumer behaviour (Consumer Behaviour: Applications in Marketing, Sage). He is experienced in supervising PhD and DBA projects to completion, and currently he is supervising doctoral candidates on topics such as ethical buying behaviour, impulsive buying, service recovery, consumer value and brand symbolism, cobranding, and online brand alliances.



Bobby BANERJEE

Bobby Banerjee (Professor, Cass Business School, City University, London, United Kingdom), joined Cass Business School in January 2013. Prior to joining Cass Bobby was Associate Dean (Research) at the College of Business, University of Western Sydney. He received his PhD from the University of Massachusetts and has held research and teaching positions at the University of Wollongong, RMIT University and the University of South Australia.

Bobby's primary research interests are in the areas of sustainability, climate change and corporate social responsibility. Other research interests include critical management studies, Indigenous ecology, postcolonial studies, cultural studies, and globalization.

He has published extensively in leading scholarly journals and is the author of two books: Corporate Social Responsibility: The Good, The Bad and The Ugly and the co-edited volume Organizations, Markets and Imperial Formations: Towards an Anthropology of Globalization. He serves on the editorial board of seven international journals and is a Senior Editor at Organization Studies.

M. JAYADEV

Prof. M. Jayadev's area of interest include Banking, Corporate Finance and Valuation, Management Accounting. His professional services extend to the area of Basel Accords, Banking and Risk Management for several banks, consulting firms and software companies. He is an associate member of the Indian Institute of Bankers (CAIIB) and a recipient of the ICSSR and UGC Fellowships.

He is a member board of the board of directors of BGSE Financial Limited and is also on the board of two start-up ventures. Currently, he serves at the Indian Institute of Management Bangalore, India.



Jatin PANCHOLI

Jatin Pancholi teaches in MBA programme at the Middlesex University, London, UK. He is/was associated with the Standard & Poor's USA,, Staffordshire University UK, Cheng Du University of Technology China, Indian Institute of Technology (IIT) India, Indian Institute of Management Ahmedabad (IIMA) India, SVKM's NMIMS University India and S P Jain Institute Dubai in various capacities.

He possesses wide range of experience in the area of steel, real estate, banking, insurance, Information Technology, TV serial production and management consulting and training in various countries.

His area of research, consulting, training and practice include performance measurement, balance scorecards, strategic cost management and entrepreneurship. He has publications has received best paper award and he is also a winner of an ESRC Research Grant and European Union project. More details about his work can be found on his personal website www.jatinpancholi.com

Paurav SHUKLA

Paurav Shukla is a Professor of Luxury Brand Marketing at Glasgow Caledonian University, UK. Paurav's career began in industry, and he continues to work hand in hand with industry as a researcher, practitioner and advisor. He has been delivering corporate training, teaching and consulting assignments for various organizations in the Europe, Asia and North Africa. Paurav has been involved with various EU funded research projects involving several nations from EU and Asia. He is associated with several academic institutions and corporate organizations including not for profit organizations in the capacity of advisor and board of directors.



His research interests include cross-cultural consumer behaviour, luxury marketing and branding, and marketing in emerging markets. He has published many articles in top-tier academic journals, chapters to edited books, and popular accounts of his work have appeared in the *Luxury Society*, *Business Week*, *Woman's Wear Daily*, *National Post of Canada*, *Business Review Weekly Australia* and *LiveMint Wall Street Journal*, among others.



Suresh BHAGAVATULA

Professor Bhagavatula's research interests are in two partly overlapping domains – Entrepreneurship and Social Networks. In Entrepreneurship, his interests are in both low and high technology firms in India. Within the Social Network domain, he is interested in understanding the influence of social capital on performance of entrepreneurs and teams.

His research work has been published in the *Journal of Business Venturing (JBV)*, *Entrepreneurship Theory and Practice (ETP)*, *Strategic Entrepreneurship Journal (SEJ)*, and *IIMB Management Review*. Prof. Bhagavatula serves at the Indian Institute of Management Bangalore, India.

P. D. JOSE

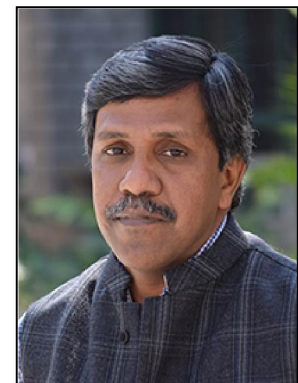
Professor P. D. Jose teaches core courses on strategy and electives on Corporate Environmental Management, Sustainable Enterprises and Understanding Corporate Failures.

He has been a visiting faculty at Cardiff Business School, IIM Kozhikode, and Gothenburg School of Business, Economics and Law at the University of Gothenburg.

Professor Jose was a Fulbright Fellow at the Massachusetts Institute of Technology, Boston, and Kenan-Flagler Business School, North Carolina during 1999-2000. He also visited the Kennedy School of Government, Harvard University, as a research scholar on a UNDP/GoI fellowship.

He was also an ESRC Visiting Fellow at the Centre for Business Relationships, Accountability, Sustainability and Society (BRASS) at Cardiff University during 2005-06, and again in 2008.

Prof. Jose serves as a faculty member at the Indian Institute of Management Bangalore.



Session Plan for Technical Sessions

Technical Session	Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
Technical Session-1: Financial Inclusion	433	Developing Credit Scorecard For Sustainable Financial Inclusion	Ramakrishna VENKATRAMA N	Bangalore University, India	First
	433	Developing Credit Scorecard For Sustainable Financial Inclusion	Seeboli Ghosh KUNDU*	Bangalore University, India	Second
	514	Financial Inclusion And Poverty Reduction: State-Wise Analysis From India	Ayushi RAICHOUDHURY*	KIIT University, India	Sole
	781	Agricredit An Imperative Way For Rural Development: A Study On Agricultural Rural Households Of South Gujarat	Babaraju K. BHATT*	Maniba Institute of Business Management, India	First
	781	Agricredit An Imperative Way For Rural Development: A Study On Agricultural Rural Households Of South Gujarat	Seema Harshad KADAM*	Gujarat Technological University, India	Second
	781	Agricredit An Imperative Way For Rural Development: A Study On Agricultural Rural Households Of South Gujarat	Apurva Anil CHAUHAN*	Gujarat Technological University, India	Third
Technical Session-2: Improving Quality of Governance	400	Corporate Governance And Trust	Cindy Ann SCHIPANI*	University of Michigan, United States of America	First
	400	Corporate Governance And Trust	Terry Morehead DWORKIN*	Seattle University, United States of America	Second
	457	Corporate Governance, Corporate Social Responsibility And Firm Performance: Evidence Of Interrelationship From India	Dhanya ALEX*	Rajagiri Centre for Business Studies, India	First
	457	Corporate Governance, Corporate Social Responsibility And Firm Performance: Evidence Of Interrelationship From India	Roshna VARGHESE*	Rajagiri College of Social Sciences, India	Second
	496	Holistic Development Of Indian Banking Industry	Sadhvi MEHROTRA*	Dr. Virendra Swarup Institute of Computer Studies, India	Sole
Technical Session-3: Management of human resources for inclusive growth	429	An In-Depth Study Of Post-Merger Employee Job Satisfaction	Rangana MAITRA*	IES Management College & Research Centre, India	Sole

Technical Session	Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
	442	Privacy And Beyond: Social And Ethical Concerns Of On-The-Job Surveillance	Jijo James INDIPARAMBIL *	K. U. Leuven, Belgium	Sole
	561	Mediating Effect Of Work-Life Balance On The Relationship Between Work Life Enrichment And Organizational Commitment For It Women Employees	Thasni ALI*	M. G. University, India	First
	561	Mediating Effect Of Work-Life Balance On The Relationship Between Work Life Enrichment And Organizational Commitment For It Women Employees	Bejoy John THOMAS	M G University, India	Second
Technical Session-4: Health care for sustainable development	590	Implementing Quality Health Care Strategies For Improving Service Delivery At Private Hospitals In India	Varsha AGARWAL*	Christ University, India	First
	590	Implementing Quality Health Care Strategies For Improving Service Delivery At Private Hospitals In India	K. G. JOSE	Christ University, India	Second
	590	Implementing Quality Health Care Strategies For Improving Service Delivery At Private Hospitals In India	Ganesh L.	Christ University, India	Third
	693	Examining The State Level Disparities In Health, Education And Infrastructure: Is India On The Path Of Inclusive Growth	Varun CHOTIA*	Birla Institute of Technology and Science, India	First
	693	Examining The State Level Disparities In Health, Education And Infrastructure: Is India On The Path Of Inclusive Growth	N. V. Muralidhar RAO	Birla Institute of Technology and Science, India	Second
	880	Inclusive Growth In Enhancing Healthcare Service Quality: An Empirical Study	SUNIL D'SOUZA*	National Institute of Technology Karnataka, India	First
	880	Inclusive Growth In Enhancing Healthcare Service Quality: An Empirical Study	A. H. SEQUEIRA	National Institute of Technology Karnataka, India	Second
Technical Session-5: Inclusive growth and enterprise	637	Does For Profit Social Entrepreneurs Differs From Not For Profit Social Entrepreneurs: An Empirical Analysis Of Competency Construct	Garima SAXENA*	Banaras Hindu University, India	Sole
	855	An Entrepreneurship Development Initiative - A Project Designed, Developed And Executed For About To Retire Indian Soldiers	Surbhi JAIN*	Savitribai Phule Pune University, India	First
	855	An Entrepreneurship Development Initiative - A Project Designed, Developed And Executed For About To Retire Indian Soldiers	Chandrashekhar madhusudan	Savitribai Phule Pune University, India	Second

Technical Session	Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
			CHITALE*		
	855	An Entrepreneurship Development Initiative - A Project Designed, Developed And Executed For About To Retire Indian Soldiers	Rajesh Narayan PAHURKAR*	Savitribai Phule Pune University, India	Third
	1045	A Strategic Analysis Of Customer Relationship Management Practices Adopted By Small And Medium Enterprises In India	Remya SUBRAHMANYAN *	NITK, India	Sole
Technical Session-6: Environmental Sustainability	614	Investigating Forces For Change Affecting Corporate Sustainability: Global Megatrends And Future Scenarios	Sonal CHOUDHARY*	Sheffield University Management School, United Kingdom	Sole
	736	Hybridization Is Inevitable In Indian Aviation Industry	Ganesan RAJESH*	Hindustan University, India	First
	736	Hybridization Is Inevitable In Indian Aviation Industry	Ashok Babu J	Hindustan University, India	Second
	759	Tata Power's Greenolution: Sensitizing Employees on Environmental Conservation	Sanjay VERMA*	Indian Institute of Management, Ahmedabad, India	First
	759	Tata Power's Greenolution: Sensitizing Employees on Environmental Conservation	Shubhi THAKURIA	Indian Institute of Management, Ahmedabad, India	Second
Technical Session-7: Cause related marketing	1025	Cause Related Marketing: A New Paradigm In Marketing For Inclusive Growth.	Shail CHANANA*	Research Scholar Punjabi University, patiala Punjab, India	Sole
	1040	Corporate Societal Marketing In Brand Communication: An Indian Example	Meeta MUNSHI*	Nirma University, India	Sole
	1051	Cause Marketing: A Marketing Strategy For The Higher Purpose	Sunitha T. R.*	CUSAT, India	Sole
Technical Session-8: Consumer psychology in driving growth for financial instruments	539	The Impact Of Odd-Ending Prices On The Consumers' Attitude And Buying Behavior: A Study	Santosh KUMAR*	Indian School of Mines, India	First
	539	The Impact Of Odd-Ending Prices On The Consumers' Attitude And Buying Behavior: A Study	Mrinalini PANDEY	Indian School of Mines, India	Second
	794	Factors Influencing Employee's Perception About Banks Technology For Innovative Delivery Channels Of Public Sectors Banks Of India	Neha N. GUPTA*	K. J. Somaiya Institute of Management Studies & Research, India	Sole
	985	Psychological Traits And Investor Behavior: Do They Have A	Paramjeet Kaur	Symbiosis International	First

Technical Session	Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
		Relationship?	Kamaljit SINGH*	University, India	
	985	Psychological Traits And Investor Behavior: Do They Have A Relationship?	Shreya Rustum VIRANI*	Symbiosis International University, India	Second
	985	Psychological Traits And Investor Behavior: Do They Have A Relationship?	Sabiha Salman FAZALBHOY*	Symbiosis International University, India	Third
	434	Human Capital, Social Capital, Gender And Race: Are They Related To Access To Bank Finance, In A Developing Nation?	Pradeep BRIJLAL*	University of the Western Cape, South Africa	Sole
Technical Session-9: Corporate Sustainability and human capital	450	Understanding The Perception Of Customers Towards Corporate Social Responsibility Activities Of The Bank	Ardhendu Shekhar SINGH*	Symbiosis International University, India	First
	450	Understanding The Perception Of Customers Towards Corporate Social Responsibility Activities Of The Bank	Dilip AMBARKHANE	Symbiosis International University, India	Second
	450	Understanding The Perception Of Customers Towards Corporate Social Responsibility Activities Of The Bank	Bhama VENKATARAM ANI	Symbiosis International University, India	Third
	735	What's In A Name? Reviewing The Genesis Of CSR	Rajiv NAIR*	Amrita Vishwa Vidyapeetham University, India	First
	735	What's In A Name? Reviewing The Genesis Of CSR	Amalendu JYOTISHI	Amrita Vishwa Vidyapeetham University, India	Second
Technical Session-10: Education	515	Assessing Website Usability Of An Educational Institute: Towards Development And Validation Of A Scale	Ashwini SHARMA*	JK Lakshmipat University, India	Sole
	564	Assessing Knowledge Performance Through Justice Dimensions And Learning Behavior	Pooja KUSHWAHA*	Indian Institute of Technology Roorkee, India	First
	564	Assessing Knowledge Performance Through Justice Dimensions And Learning Behavior	Vandana TAMTA	IIT Roorkee, India	Second
	564	Assessing Knowledge Performance Through Justice Dimensions And Learning Behavior	M. K. RAO	IIT Roorkee, India	Third
	568	Patient Engagement Scale For Bottom Of The Pyramid Diabetic Patients: Scale Development And Validation	Bejoy John THOMAS	M G University, India	First
	929	Gender In Education Advertising: Issues And Implications	Dilpreet SINGH*	Chitkara University, India	First

Technical Session	Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
	929	Gender In Education Advertising: Issues And Implications	Namrata SANDHU*	Chitkara University, India	Second
Technical Session-11: Profits with Purpose & firm innovation	386	Inclusive Growth: Economics as if people mattered	Aruni MITRA	University of British Columbia, Canada	First
Technical Session-11: Profits with Purpose & firm innovation	386	Inclusive Growth: Economics as if people mattered	Debasmita DAS*	Jadavpur University, India	Second
	467	The Role Of Hrd Interventions And Employee Competencies In Enhancing Organizational Effectiveness: The Moderating Role Of Organizational Learning Culture Using Amos	Rama Krishna Gupta POTNURU*	National Institute of Technology, India	First
	467	The Role Of Hrd Interventions And Employee Competencies In Enhancing Organizational Effectiveness: The Moderating Role Of Organizational Learning Culture Using Amos	Chandan Kumar SAHOO	National Institute of Technology, India	Second
	467	The Role Of Hrd Interventions And Employee Competencies In Enhancing Organizational Effectiveness: The Moderating Role Of Organizational Learning Culture Using Amos	Chandan Kumar SAHOO	National Institute of Technology, India	Second
	971	Towards A Research Model Of Dynamic Capabilities And Firm Innovativeness- The Role Of Absorptive Capacity And Strategic Innovation Of Firms	Khyati DESAI*	Brunel University UK Nirma University India, United Kingdom	First
	971	Towards A Research Model Of Dynamic Capabilities And Firm Innovativeness- The Role Of Absorptive Capacity And Strategic Innovation Of Firms	Dimitrios KOUFOPOULOS	Brunel University , United Kingdom, United Kingdom	Second
	971	Towards A Research Model Of Dynamic Capabilities And Firm Innovativeness- The Role Of Absorptive Capacity And Strategic Innovation Of Firms	Prabhat Kumar YADAV*	Nirma University, India	Third
Technical Session-12: Macro-marketing influences	538	Does Religion Affect Consumer Decision Making Style? Empirical Evidence From Young Indian Muslim Consumers	Tajamul ISLAM*	Pondicherry University, India	First
	538	Does Religion Affect Consumer Decision Making Style? Empirical Evidence From Young Indian Muslim Consumers	Uma CHANDRASEKARAN	Pondicherry University, India	Second
	624	Influence Of Consumer Socialization Agents And Pester Power On Parent-Child Purchase Decisions-Towards A Conceptual Frame Work	Anitha P.*	National Institute of Technology Karnataka, India	First
	624	Influence Of Consumer Socialization Agents And Pester Power On Parent-Child Purchase Decisions-Towards A Conceptual	Bijuna C. MOHAN	National Institute of Technology Karnataka,	Second

Technical Session	Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
		Frame Work		India	
	904	Understanding And Regulating Emotions: Impact On Salesperson Performance	John WILKINSON	University of South Australia, Australia	First
	904	Understanding And Regulating Emotions: Impact On Salesperson Performance	Jay MULKI*	Northeastern University, United States of America	Second
Technical Session-13: Financial innovations & practices	536	A Study On Relationship Between The Factors Influencing The Dividend Announcement Decisions And Investment Characters: From Investor's Perspective	Subhendu Kumar PRADHAN*	Pondicherry University, India	First
	536	A Study On Relationship Between The Factors Influencing The Dividend Announcement Decisions And Investment Characters: From Investor's Perspective	Kasilingam R.	Pondicherry University, India	Second
	699	Does Innovation Influence Company Performance In The Asian Airline Industry? An Empirical Research	Jayalakshmy RAMACHANDRAN*	University of Nottingham, Malaysia	First
	699	Does Innovation Influence Company Performance In The Asian Airline Industry? An Empirical Research	Nicholas Lorenzo SIM	The University of Nottingham, Malaysia	Second
	947	Garch Based Conditional Variance Forecasting Using Artificial Neural Networks	Taufeeque Ahmad SIDDIQUI	Jamia Millia Islamia University, India	First
	947	Garch Based Conditional Variance Forecasting Using Artificial Neural Networks	Yusuf ABDULLAH*	Jamia Millia Islamia University, India	Second
Technical Session-14: Consumers as stakeholders in retail experiences	497	Strengthening Customer Retention In Retailing Through Service Quality: A Case Study Analysis	R. Sathish BENEDICT*	Narayan Zantye College of Commerce, India	First
	497	Strengthening Customer Retention In Retailing Through Service Quality: A Case Study Analysis	Rajendra V. KUMBHARJUV ENKAR*	Narayan Zantye College of Commerce, India	Second
	809	Small Retailer's Merchandise Decision Making:A Grounded Theory Approach	HARI GOVIND MISHRA*	Shri Mata Vaishno Devi University, India	First
	809	Small Retailer's Merchandise Decision Making:A Grounded Theory Approach	Piyush Kumar SINHA	Shri Mata Vaishno Devi University, India	Second
	809	Small Retailer's Merchandise Decision Making:A Grounded Theory Approach	Surabhi KOUL*	Shri Mata Vaishno Devi University, India	Third

Technical Session	Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
	1069	Measuring Post-Purchase Customer Experience In Online Retailing: Striking An Emotional Chord With Customer	Bhawna ANJALY*	Research Associate, India	First
	1069	Measuring Post-Purchase Customer Experience In Online Retailing: Striking An Emotional Chord With Customer	Amresh KUMAR	Asia Pacific Institute of Management, New Delhi, India	Second
Technical Session-15: Entrepreneurship & Social Entrepreneurship	964	Inclusive Growth Through Industrial Clusters: Evidences From Firms Operating In Gurgaon Auto Components Cluster	Dinesh RAWAT*	GGSSIP University, India	First
	964	Inclusive Growth Through Industrial Clusters: Evidences From Firms Operating In Gurgaon Auto Components Cluster	Raj Kumar MITTAL	Guru Gobind Singh Indraprastha University, New Delhi, India	Second
	964	Inclusive Growth Through Industrial Clusters: Evidences From Firms Operating In Gurgaon Auto Components Cluster	Vijita AGGARWAL	GGSSIP University, India	Third
	1014	The Role Of Entrepreneurial Orientation And Stakeholder Orientation In Family Business Internationalization	Vijay K. PATEL*	Kean University, United States of America	First
	1014	The Role Of Entrepreneurial Orientation And Stakeholder Orientation In Family Business Internationalization	Valerie VACCARO	Kean University, United States of America	Second
	1053	Tata Motors Grihini Social Welfare Society: 'Breaking Stereotypes, Empowering Women'	Shubhi THAKURIA*	Indian Institute of Management, Ahmedabad, India	First
	1053	Tata Motors Grihini Social Welfare Society: 'Breaking Stereotypes, Empowering Women'	Sanjay VERMA	Indian Institute of Management, Ahmedabad, India	Second
	912	What gives industrial cluster a sustained growth? A network perspective explanation and resource dependence perspective explanation with special reference to Kanpur Saddlery Cluster	Sweta SINGH	Indian Institute of Management, Bangalore, India	Sole
Technical Session-16: Financial Markets for Growth and innovative practices	449	Measuring Financial Inclusion Across The World	Dilip AMBARKHANE	Symbiosis International University, India	First
	449	Measuring Financial Inclusion Across The World	Ardhendu Shekhar SINGH *	Symbiosis International University, India	Second
	449	Measuring Financial Inclusion Across The World	Bhama	Symbiosis International	Third

Technical Session	Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
			VENKATRAMA NI	University, India	
	511	Loan Loss Provisions And Earnings Management By Indian Commercial Banks.	Smitha NAIR*	Amrita Vishwa Vidyapeetham, India	First
	511	Loan Loss Provisions And Earnings Management By Indian Commercial Banks.	Gopikumar VENUGOPAL*	Amrita Vishwa Vidyapeetham, India	Second
	984	Relationship Between Board Structure And Ipo Underpricing: Evidence From India	Balpreet SINGH*	I. K. Gujral University, India	Sole
Technical Session-17: Inclusive growth and social media	401	Impact Of Social Media And Electronic Word Of Mouth On Purchase Decision Involvement In New Management Paradigm; Theory Of Social Sensitivity	Shantanu PRASAD*	Symbiosis International University, India	Sole
	608	Impact Of User Generated Content On Brand Equity: A Study On Social Media Networks	Mohd. Sarwar ALAM*	Aligarh Muslim University, India	First
	608	Impact Of User Generated Content On Brand Equity: A Study On Social Media Networks	Bilal MUSTAFA KHAN	Aligarh Muslim University, India	Second
	608	Impact Of User Generated Content On Brand Equity: A Study On Social Media Networks	Arif ANWAR	Aligarh Muslim University, India	Third
	978	Empowering Women In Saudi Arabia Through Open And Distance Learning	Abdul GANI*	Central University of Kashmir, India	First
	978	Empowering Women In Saudi Arabia Through Open And Distance Learning	Roshan ARA	Central University of Kashmir, India	Second
Technical Session-18: Health care for sustainable development	507	Healthcare Accessibility At The 'bottom Of The Pyramid' : A Study Of The Scope Of Ehealth In India	Ridhi BHATIA*	Apeejay Stya University, India	First
	507	Healthcare Accessibility At The 'bottom Of The Pyramid' : A Study Of The Scope Of Ehealth In India	Udita TANEJA*	GGs Indraprastha University, India	Second
	897	Students Using Internet To Seek Health Information: An Empirical Study	ASAD AHMAD*	Aligarh Muslim University, India	First
	897	Students Using Internet To Seek Health Information: An Empirical Study	Obaidur RAHMAN	Aligarh Muslim University, India	Second
	897	Students Using Internet To Seek Health Information: An Empirical Study	Mohammed Naved KHAN	Aligarh Muslim University, India	Third
	1046	Mobile Health For Inclusive Growth Among Rural Indian Population	Arjun R.*	National Institute of Technology Karnataka - Surathkal, India	First

Technical Session	Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
	1046	Mobile Health For Inclusive Growth Among Rural Indian Population	Sunil C. D'SOUZA*	NIT Karnataka, India	Second
Technical Session-19: Management of human resources for inclusive growth	382	Technology mediated Collectivization: Narratives From Indian Information Technology Sphere	Mrinmoy MAJUMDER*	Goa Institute of Management, India	Sole
	563	Human Resource Practices And Employee Engagement: A Cross Level Investigation Using An Integrative Approach	Neha GUPTA*	Birla Institute of Technology, India	First
Technical Session-19: Management of human resources for inclusive growth	563	Human Resource Practices And Employee Engagement: A Cross Level Investigation Using An Integrative Approach	Vandna SHARMA	Birla Institute of Technology, India	Second
	937	Research To Study Employee Engagement And Factors Influencing It At Emron	Divya Rajesh KALE*	Pandit Deendayal Petroleum University, India	First
	937	Research To Study Employee Engagement And Factors Influencing It At Emron	Ashutosh MUDULI*	Pandit Deendayal Petroleum University, India	Second
Technical Session-20: SME alliances & leveraging human capital	942	Social Entrepreneurship In India :A Contemporary Case Analysis	Kanwal ANIL*	Ambedkar University, India	Sole
	975	What Drives Small And Medium Enterprise Exploration-Exploitation Alliance Formation? A Holistic Perspective	Rohit Subhash PRABHUDESAI *	BITS Pilani Goa Campus, India	First
	975	What Drives Small And Medium Enterprise Exploration-Exploitation Alliance Formation? A Holistic Perspective	C. H. V. V. S. N. V. PRASAD	KK Birla Goa Campus, BITS Pilani, India	Second
	1052	Leveraging The Performance Of Service Sector Employees Through Human Capital Management Practices And Learning Orientation: An Empirical Revelation	Neenu WILSON*	Cochin University of Science & Technology, India	First
	1052	Leveraging The Performance Of Service Sector Employees Through Human Capital Management Practices And Learning Orientation: An Empirical Revelation	Sebastian Rupert MAMPILLY	CUSAT, India	Second
Technical Session-21: Financial Inclusion from a macro perspective	489	Income Diversification And Risk Adjusted Performance: An Indian Banking Sector Perspective	Gopikumar VENUGOPAL*	Amrita Vishwa Vidyapeetham, India	First
	489	Income Diversification And Risk Adjusted Performance: An Indian Banking Sector Perspective	Smitha NAIR*	Amrita Vishwa Vidyapeetham, India	Second
	489	Income Diversification And Risk Adjusted Performance: An Indian Banking Sector Perspective	Regikumar G.	Amrita Vishwa Vidyapeetham, India	Third
	1043	Inclusive & Sustainable Growth: Role Of Reserve Bank Of India	Meenal Sharma	Amity University,	Sole

Technical Session	Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
			JAGTAP*	Haryana, India	
	1076	Financial Inclusion And Democracy	Sakshi KHARBANDA*	Jamia Millia Islamia, India	Sole
Technical Session-22: Human Strategic Management for Sustainable development	676	Beyond Relational Demography: The Effect Of Deep Level Diversity Dimension Workplace Spirituality On Organisational Commitment	Nidhi MAHESHWARI*	Asia Pacific Institute of Management, India	Sole
Technical Session-22: Human Strategic Management for Sustainable development	1050	Utilizing Team's Emotional Intelligence: The Mediating Role Of Team Interaction In Enhancing Team Performance	Santoshi SENGUPTA*	Jaypee Institute of Information Technology, India	Sole
	1068	A Study Of Hrm Practices And It's Impact On Organisational Commitment Of Construction Employees In India	Kirti RAJHANS*	National Institute of Construction Management & Research, India	Sole
Technical Session-23: Marketing of food products	655	Analyzing Customer Value Perceptions Towards Nutraceuticals- A Multi-Criteria Decision Approach	Priyanka SINGH*	Punjab Technical University, India	First
	655	Analyzing Customer Value Perceptions Towards Nutraceuticals- A Multi-Criteria Decision Approach	Arun kumar DESHMUKH	Punjab Technical University, India	Second
	675	Factors Influencing Buying Decision Of Ready-To-Eat Packed Food In Mumbai	Poonam Naresh KAKKAD*	University of Mumbai, India	Sole
	887	The Impact Of Odd-Ending Prices On The Consumers's Attitude And Buying Behavior: A Study	Santosh KUMAR*	Indian School of Mines, India	First
	887	The Impact Of Odd-Ending Prices On The Consumers's Attitude And Buying Behavior: A Study	Mrinalini PANDEY	Indian School of Mines, India	Second
Technical Session-24: Women Empowerment	431	Preferred Image Of Women On Indian Television: An Empirical Analysis	Namrata SANDHU*	Chitkara University, India	First
	431	Preferred Image Of Women On Indian Television: An Empirical Analysis	Dilpreet SINGH*	Chitkara University, India	Second
	935	Attitudinal Barriers In Education: Experiences Of Disabled Women In Odisha	Sankalpa SATAPATHY*	Indian Institute of Management Calcutta, India	Sole
	941	Role Of Microfinance In Alleviation Of Gender Inequality In India	Anshu DAWER*	Asia Pacific Institute of Management, India	Sole
Technical Session-25: Healthcare challenges	613	Maternal Mortality In High Focus States In India: A District Level Adolescent And Reproductive Healthcare Interventions Analysis	Partha SAHA*	Indian Institute of Technology Kharagpur	Sole

Technical Session	Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
		And Relationship Building		, India	
	868	Inequity Impact Analysis On Healthcare Indicators: Case Study On Nine High Focus States Of India	Partha SAHA*	Indian Institute of Technology Kharagpur, India	Sole
	961	Health For All: Examining The Challenges And Opportunities	Adivi SHARMA*	Central University of Himachal Pradesh, India	First
Technical Session-25: Healthcare challenges	961	Health For All: Examining The Challenges And Opportunities	Deepak Kumar SHARMA	Central University of Himachal Pradesh, India	Second
Technical Session-26: Business models challenges	666	In Search Of Knowledge: The Evolving Role Of Industry-Academia Collaboration	Abdul GANI*	Central University of Kashmir, India	Sole
	844	Decision Modelling Of Business Rules	Kaumudi AMIN*	Wipro Technologies, India	Sole
	848	Operating Working Capital And Impact On Cash Management.	Rodrigo ZEIDAN*	Fundação Dom Cabral and NYU Shanghai, Brazil	Sole
	890	Well done!, Virtual Team	Jude Ashmi PRAKASH*	Christ University, India	First
	890	Well done!, Virtual Team	Arti Arun KUMAR	Christ University, India	Second
Technical Session-27: Virtual video presentations	392	Organizational Change Management And Leadership: A Case Of Enterprise Digitization	Kallol BASU*	Kedge Business School, France	Sole
	409	Micro Credit, Gender And Business Performance Of Small Business Organizations : Evidence From Sri Lanka; With Reference To Puttalam District	Chathurani Lakmini Kumari RATHNAYAKA *	General Sir John Kotelawala Defence University, Sri Lanka	First
	409	Micro Credit, Gender And Business Performance Of Small Business Organizations : Evidence From Sri Lanka; With Reference To Puttalam District	Yatiwella Weerakon BANDA	General Sir John Kotelawala Defence University, Sri Lanka	Second
	409	Micro Credit, Gender And Business Performance Of Small Business Organizations : Evidence From Sri Lanka; With Reference To Puttalam District	Dinusha Dushanthi LOKUGE	General Sir John Kotelawala Defence University, Sri Lanka	Third

Technical Session	Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
	680	Thrift Stores - A Business Model to Reach “bottom Of Pyramid (BOP)” In Developing Economies- A Case Study For India	Amanpreet BAJWA*	Humber College, Canada	Sole
Technical Session-28: Virtual video presentations	383	Leveraging The Brand Through Green Initiatives: The Case Of Kinetic Green Ltd	Sangeeta TROTT*	ITM-SIA Business School, India	Sole
	540	Creative Tourism Business Model For The Grass Root Dependents Of Tourism Based Economy	Bharti GUPTA*	Central University of Jammu, India	First
	540	Creative Tourism Business Model For The Grass Root Dependents Of Tourism Based Economy	Asma BASHIR	Central University of Jammu, India	Second
	566	Models For Sustainable Innovation In Emerging Economies	Deepika JOSHI*	Gautam Buddha University, India	First
Technical Session-28: Virtual video presentations	566	Models For Sustainable Innovation In Emerging Economies	Divyani SINGH	Gautam Buddha University, India	Second
	566	Models For Sustainable Innovation In Emerging Economies	Ankur JASWAL	Gautam Buddha University, India	Third
Technical Session-29: Healthcare challenges	667	Women Workers' Commitment To Work And Family	Abdul GANI*	Central University of Kashmir, India	First
	667	Women Workers' Commitment To Work And Family	Roshan ARA	Central University of Kashmir, India	Second
	841	Mobile Health: Essential Health It Services Management Across The Rural India	Arjun R.*	National Institute of Technology Karnataka - Surathkal, India	First
	841	Mobile Health: Essential Health It Services Management Across The Rural India	Sunil Cyprian D'SOUZA*	National Institute of Technology Karnataka - Surathkal, India	Second
	1058	The Impact Of Indian Pharmaceutical Exports On Inclusive Growth Of Sub-Saharan Africa	Ashwin VIJAYAKUMAR*	Paramount Logistics, India	First
	1058	The Impact Of Indian Pharmaceutical Exports On Inclusive Growth Of Sub-Saharan Africa	Karthik SUBRAMANIAN	Freelance	Second
Technical Session-30: Human Strategic Management for Sustainable development	648	Impact Of Ethical Behaviour Of Indian Project Managers On Software Project Performance: A Qualitative Study	Shradha PADHI*	KIIT University, India	First
	648	Impact Of Ethical Behaviour Of Indian Project Managers On Software Project Performance: A Qualitative Study	Sumita MISHRA	KIIT University, India	Second

Technical Session	Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
	773	Employee Voice As A Moderator Between The Constructs Hr Practices, Commitment-To-Change And Successful Change: Validation Through Moderated Structured Equation Modeling	Rohini SHARMA*	National Institute of Technology, Rourkela, India	First
	773	Employee Voice As A Moderator Between The Constructs Hr Practices, Commitment-To-Change And Successful Change: Validation Through Moderated Structured Equation Modeling	Chandan Kumar SAHOO	National Institute of Technology, India	Second
	773	Employee Voice As A Moderator Between The Constructs Hr Practices, Commitment-To-Change And Successful Change: Validation Through Moderated Structured Equation Modeling	Rama Krishna Gupta POTNURU*	National Institute of Technology, India	Third
	773	Employee Voice As A Moderator Between The Constructs Hr Practices, Commitment-To-Change And Successful Change: Validation Through Moderated Structured Equation Modeling	Sambodha JENA	National Institute of Technology Rourkela, India	Fourth
Technical Session-30: Human Strategic Management for Sustainable development	916	Indicators Of Employee Trust Building During Mergers And Acquisitions	Anjali BANSAL*	Mudra Institute of Communications, Ahmedabad (MICA), India	Sole
Technical Session-31: Social marketing reflections	657	Organic Food Products In India: Mainstream Or Niche Market	Gunjan GUMBER*	Maharshi Dayanand University, India	First
	657	Organic Food Products In India: Mainstream Or Niche Market	Jyoti RANA	Maharshi Dayanand University, India	Second
	692	Role Of Service Quality To Meet The Patient Expectations In Private Hospitals In India	Varsha AGARWAL*	Christ University, India	First
	692	Role Of Service Quality To Meet The Patient Expectations In Private Hospitals In India	K. G. JOSE	Christ University, India	Second
	692	Role Of Service Quality To Meet The Patient Expectations In Private Hospitals In India	Ganesh L.	Christ University, India	Third
	989	Theory Of Social Marketing	Sameer DESHPANDE*	University of Lethbridge, Canada	Sole
Technical Session-32: Branding and consumer engagement	476	Persuasive Competence Of Alignable And Non-Alignable Add-On, On Consumer Product Evaluation And Attitude Formation: Specific To Smart Phones	Sandhya GOPALAKRISHNAN*	Amrita University, India	First
	476	Persuasive Competence Of Alignable And Non-Alignable Add-On, On Consumer Product Evaluation And Attitude Formation: Specific To Smart Phones	Sherin SHAJI	Amrita University, India	Second

Technical Session	Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
	616	Examining The Moderating Role Of Brand Perceptions On The Relationship Between Social Environment And Customer Shopping Experience	Priyanka SINGH*	Punjab Technical University, India	First
	616	Examining The Moderating Role Of Brand Perceptions On The Relationship Between Social Environment And Customer Shopping Experience	Harmeen SOCH	I. K. Gujral Punjab Technical University, India	Second
	812	Testing The Effect Of National Stereotypes On Service Evaluations	MICHAEL CHATTALAS*	Kean University, United States of America	First
Technical Session-32: Branding and consumer engagement	812	Testing The Effect Of National Stereotypes On Service Evaluations	Irawati PRIYANTI*	University of Indonesia, Indonesia	Second
Technical Session-32: Branding and consumer engagement	812	Testing The Effect Of National Stereotypes On Service Evaluations	Adi Zakaria AFIFF	University of Indonesia, Indonesia	Third
	812	Testing The Effect Of National Stereotypes On Service Evaluations	Rizal EDY	University of Indonesia, Indonesia	Fourth
Technical Session-33: Operations Management & big data	385	Investigating the determinants of Big Data Analytics (BDA) Assimilation in emerging economies of Asia	Kalyan Prasad AGRAWAL*	Chandragupt Institute of Management Patna, India	Sole
	464	Application Of Quality Function Deployment (Qfd) For Tvs: An Analytical Study	Ashu SHARMA*	Narsee Monjee Institute of Management Studies, India	Sole
	688	Reduction Of Wastage Of Perishables In The Supply Chain: The Case Of An Online Grocer In India	Jobin RAJ*	Amrita Vishwa Vidyapeetham University, India	First
	688	Reduction Of Wastage Of Perishables In The Supply Chain: The Case Of An Online Grocer In India	Sanjay BANERJI	Amrita Vishwa Vidyapeetham University, India	Second
Technical Session-34: Bottom of the pyramid challenges	404	Drinking Water Pricing In Bihar: A Mechanism For Sustainable Water Resource Management	Vijaya BANDYOPADH YAYA*	Chandragupt Institute of Management, India	First
	404	Drinking Water Pricing In Bihar: A Mechanism For Sustainable Water Resource Management	Debabrata SAMANTA	Chandragupt Institute of Management, India	Second

Technical Session	Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
	408	Skill Development Initiatives For Community Engagement At Kaggalipura	Smita KAVATEKAR*	Jain University, India	First
	408	Skill Development Initiatives For Community Engagement At Kaggalipura	Vijaya G. S.	Jain University, Saudi Arabia	Second
	1070	Growing With A Purpose: A Social Entrepreneurial Attempt To Elevate Rickshaw Pullers' Plight	Bhawna ANJALY*	Research Associate, India	Sole
Technical Session-35: Building inclusive organizations and society	591	Impact Of Financial Inclusion On The Operational Efficiency Of Selected Banks In Goa - Case Study Analysis	Parasharam Appu PATIL*	Govt. College of Arts, science & Commerce, Quepem, India	First
Technical Session-35: Building inclusive organizations and society	591	Impact Of Financial Inclusion On The Operational Efficiency Of Selected Banks In Goa - Case Study Analysis	R. Sathish BENEDICT*	Narayan Zantye College of Commerce, India	Second
Technical Session-35: Building inclusive organizations and society	847	Trade Elasticities Revisited: Empirical Evidence From European Industry-Level Exports To Bric Countries.	Rodrigo ZEIDAN*	FundaÃ§Ã£o Dom Cabral and NYU Shanghai, Brazil	First
	847	Trade Elasticities Revisited: Empirical Evidence From European Industry-Level Exports To Bric Countries.	Svetlana FEDOSEEVA	Germany	Second
	1021	A Study On Work Life Balance Of Teachers In Engineering Colleges In Thiruvananthapuram	Dhanya JOSEPHINE*	CET School of Managemnt, India	Sole
Technical Session-36: Skill Development	682	Manufacturing Exports And Job Creation: A Case Study Of Mississippi, USA	Daniel ASSAMAH	Kean University, United States of America	First
	682	Manufacturing Exports And Job Creation: A Case Study Of Mississippi, USA	Chad MILLER	University of Mississippi, United States of America	Second
	682	Manufacturing Exports And Job Creation: A Case Study Of Mississippi, USA	Michael CHATTALAS*	Kean University, United States of America	Third
	981	Role Of Skill Development In Higher Education In India	Kiran SRIVASTAVA*	Christ University, India	Sole
	1090	Factors Influencing Applicant Willingness To Apply For The Advertised Job Opening Through Social Media: The Mediatl Role Of Credibility & Satisfaction	Jignesh Jagdishbhai TRIVEDI	Gujarat University, India	First
	1090	Factors Influencing Applicant Willingness To Apply For The	Ashutosh	Pandit Deendayal	Second

Technical Session	Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
		Advertised Job Opening Through Social Media: The Mediatlional Role Of Credibility & Satisfaction	MUDULI*	Petroleum University, India	
Technical Session-37: Sustainable Growth and Risk Management	528	Master Franchising: As A Business Growth Strategy Of Monginis - A Case Study Analysis	Sohani Pai VAIDYA*	Government College of Arts, Science and Commerce, India	First
	528	Master Franchising: As A Business Growth Strategy Of Monginis - A Case Study Analysis	R. Sathish BENEDICT*	Narayan Zantye College of Commerce, India	Second
Technical Session-37: Sustainable Growth and Risk Management	891	Bp Oil Spill- A Tale Of Contingent Liability	Avinash ARYA*	William Paterson University, United States of America	First
Technical Session-37: Sustainable Growth and Risk Management	891	Bp Oil Spill- A Tale Of Contingent Liability	Sia NASSIRIPOUR	William Paterson University, United States of America	Second
	1027	Sustainable Milk And Milk Products Value Chain : Milkfed, Dairy Cooperatives & Entrepreneur Dairy Farmers In Punjab	Gurdeep SINGH*	Panjab University , Chandigarh, India, India	Sole
Technical Session-38: New avenues in marketing	795	Measuring Customer Service Delivery In The Airlines Sector	Sanjana GUPTA*	Bethany Junior Collge, India	Sole
	911	The Tale Of Two Towns: Rural Consumer Behaviour	Bidhi KASHYAP*	Gauhati University, India	Sole
	1056	Adoption Of Mobile Internet Technology Among Students - A Demographic Study	Akash SOMANGALI KANNAN*	National Institute of Technology, India	First
	1056	Adoption Of Mobile Internet Technology Among Students - A Demographic Study	Jayanth JACOB	Anna University, India	Second
Technical Session-39: Financial Services Sector	513	Hybrid Organizations In Financial Industry Of India	Ardhendu Shekhar SINGH*	Symbiosis International University, India	First
	513	Hybrid Organizations In Financial Industry Of India	Dilip AMBARKHANE	Symbiosis International University, India	Second
	513	Hybrid Organizations In Financial Industry Of India	Bhama VENKATARAM ANI	Symbiosis International University, India	Third
	808	Women Employees In Indian Banking Sector And Their	Vijayalakshmi	Great lakes Institute of	Sole

Technical Session	Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
		Perception On Training	NEDUNGILLI*	Management, India	
	945	Payment Banks And Small Finance Banks In India: A Primer	Kanwal ANIL*	Ambedkar University, India	Sole
Technical Session-40: Talent management and employee engagement	588	Organizational Talent Management And Employer Branding	Kamlesh KUMAR MAURYA*	Banaras Hindu University, India	Sole
	1022	Implementation Of Roi Process In Indian Companies: A Case Study Approach	Sonali WAGLE*	ROI Institute (USA), India	Sole
	581	Workplace Spirituality And Work Outcomes: The Role Of Employee Engagement.	Manju MAHIPALAN*	National Institute of Technology Karnataka, India	First
	581	Workplace Spirituality And Work Outcomes: The Role Of Employee Engagement.	Sheena	National Institute of Technology Karnataka, India	Second
Technical Session-41: Human sustainable management	512	Participatory HRM And Firm Performance: Testing The Mediating Role Of Organizational Climate	Subhash C. KUNDU*	Guru Jambheshwar University of Science & Technology, India	First
	512	Participatory HRM And Firm Performance: Testing The Mediating Role Of Organizational Climate	Neha GAHLAWAT*	Guru Jambheshwar University of Science & Technology, India	Second
	1071	Inclusive Growth Of Fishermen Community In Kerala Through The Empowerment Of Fisherwomen	Sukumaran VEENA PRIYA*	M. G. University, India	Sole
	523	Perceived Diversity Within Management Levels And Organizational Performance: A Study In The Indian Context	Subhash C. KUNDU*	Guru Jambheshwar University of Science & Technology, India	First
	523	Perceived Diversity Within Management Levels And Organizational Performance: A Study In The Indian Context	Archana MOR*	Guru Jambheshwar University of Science & Technology, India	Second

Book presentation

Submission ID no.	Submission Title	Author name (* denotes presenting author)	Affiliation	Author Sequence
617	Potential Of The Silver Economy In Ageing Europe Dealing With Persistent Debt Crisis And Problems In The Labor Market	Gabriela DOVALOVA*	Slovak Academy of Sciences, Slovakia	First
		Veronika HVOZDIKOVA*	Slovak Academy of Sciences, Slovakia	Second
		Boris HOSOFF*	Slovak Academy of Sciences, Slovakia	Third

Special Session for Posters & In-Absentia submissions

Submission ID no.	Submission Title	Author name (* denotes registered / attending author)	Affiliation	Author Sequence
402	Rural Consumer Buying Behavior In Areas Of Indo-Gangetic Plains	Shubham BAWA*	Indian Institute of Management Raipur, India	First
402	Rural Consumer Buying Behavior In Areas Of Indo-Gangetic Plains	Soumya MISHRA	Indian Institute of Management Raipur, India	Second
402	Rural Consumer Buying Behavior In Areas Of Indo-Gangetic Plains	Harshita TOLIA	Indian Institute of Management Raipur, India	Third
456	Strategic Management: A New Perspective On How Business Analytics Aids To Deliver Sustainable Customer Delight	Rohit RAMANUJAM*	Philips India, India	Sole
493	Motivation: Its Influence On Work In Management Graduates	Shipra SHRIVASTAVA*	Meerut Institute of Technology, India	First
493	Motivation: Its Influence On Work In Management Graduates	Vaishali GOEL	Meerut Institute of Technology, India	Second
493	Motivation: Its Influence On Work In Management Graduates	Sandeep KAPOOR	Meerut Institute of Technology, India	Third
499	Models For Sustainable Innovation In Emerging Economies	Deepika JOSHI*	Gautam Buddha University, India	Sole
512	Participatory Hrm And Firm Performance: Testing The Mediating Role Of Organizational Climate	Subhash C. KUNDU*	Guru Jambheshwar University of Science & Technology, India	First
512	Participatory Hrm And Firm Performance: Testing The Mediating Role Of Organizational Climate	Neha GAHLAWAT*	Guru Jambheshwar University of Science & Technology, India	Second

Submission ID no.	Submission Title	Author name (* denotes registered / attending author)	Affiliation	Author Sequence
517	Spiritual Intelligence- A New Dimension For Employees Psychological Well-Being	Divya GAUTAM*	Amity University, India	First
517	Spiritual Intelligence- A New Dimension For Employees Psychological Well-Being	Parul JHAJHARIA	Amity University, India	Second
520	Customer Preference For Brick-And-Mortar Store Over Online Store	Sushil Kumar BARANWAL*	Birla Institute of Management Technology, India	First
520	Customer Preference For Brick-And-Mortar Store Over Online Store	Manya JHA*	Birla Institute of Management Technology, India	Second
520	Customer Preference For Brick-And-Mortar Store Over Online Store	Pooja MISRA	Birla institute of Management Technology, India	Third
523	Perceived Diversity Within Management Levels And Organizational Performance: A Study In The Indian Context	Subhash C. KUNDU*	Guru Jambheshwar University of Science & Technology, India	First
523	Perceived Diversity Within Management Levels And Organizational Performance: A Study In The Indian Context	Archana MOR*	Guru Jambheshwar University of Science and Technology, India	Second
544	Challenges To Building Green In India	Meenakshi SHARMA*	Birla Institute of Technology, India	First
544	Challenges To Building Green In India	Pooja RAI	Birla Institute of Technology, India	Second
570	Highs And Lows Of Communicating Corporate Social Responsibility On Social Media	Simmi DHYANI*	Birla Institute of Technology, India	First
570	Highs And Lows Of Communicating Corporate Social Responsibility On Social Media	Meenakshi SHARMA*	Birla Institute of Technology, India	Second
575	Real-World Utility Of Plc Theory: A Delphi-Based Analysis Of Practitioners Perspective	Sivaraman MANOHARAN*	B. M. S. College of Engineering, India	First
575	Real-World Utility Of Plc Theory: A Delphi-Based Analysis Of Practitioners Perspective	Narasimha MURTHY	BMS College of Engineering, India	Second
578	Moderating Role Of Face Consciousness On The Relationship Between Image Congruence And Behavioral Intention: A Study Of Smartphone Market	Kuljit KAUR*	I. K. Gujral Punjab Technical University, India	First
578	Moderating Role Of Face Consciousness On The Relationship Between Image Congruence And Behavioral Intention: A Study Of	Harmeen SOCH	I. K. Gujral Punjab Technical University, India	Second

Submission ID no.	Submission Title	Author name (* denotes registered / attending author)	Affiliation	Author Sequence
	Smartphone Market			
583	Willingness To Purchase Legal Digital Music In India	Jatin Umesh SHRIYAN*	Amrita School of Business, India	Sole
619	Prediction Of Determinants Of Merger & Acquisition: An Empirical Analysis Of Indian Manufacturing And Service Sector	Pragyan DASH*	National Institute of Technology Rourkela, India	First
619	Prediction Of Determinants Of Merger & Acquisition: An Empirical Analysis Of Indian Manufacturing And Service Sector	N. M. LEEPSA	National Institute of Technology Rourkela, India	Second
634	Extension Of Technology Acceptance Model (Tam) And Theory Of Diffusion Of Innovation: A Study On Managing Service Quality And Intention To Use Internet Banking	Anoop K. K.*	Mahatma Gandhi University, India	Sole
798	Knowledge Management Of A Company: The Dimensionality Of Knowledge Management	Lakshmaiah BOTLA*	Symbiosis International University, India	First
798	Knowledge Management Of A Company: The Dimensionality Of Knowledge Management	Harigopal KONDUR	Institute of Advanced Management Education and Entrepreneurship, India	Second
807	Accelerating Financial Outreach By Commercial Banks Through Collaborative Actions	Deepa PILLAI*	Symbiosis School of Banking and Finance, India	First
807	Accelerating Financial Outreach By Commercial Banks Through Collaborative Actions	Shirly ABRAHAM*	Indira Institute of Management, India	Second
818	Social Bottom Line Of Microfinance Institutions (MFIs) In Rajasthan: A Comparative Analysis Of Different Regulatory Models Of Microfinance	Bhawani Singh Singh RATHORE*	JK Lakshmipat University, India	First
818	Social Bottom Line Of Microfinance Institutions (MFIs) In Rajasthan: A Comparative Analysis Of Different Regulatory Models Of Microfinance	Upinder DHAR	JK Lakshmipat University, India	Second
851	Barriers And Facilitators For Education Of Students With Speech And Hearing Impairment As Perceived By Teachers: A Case Study In Bangalore	Madhavi R.*	Jain University, India	First
851	Barriers And Facilitators For Education Of Students With Speech And Hearing Impairment As Perceived By Teachers: A Case Study In Bangalore	Easwaran IYER*	Jain University, India	Second
851	Barriers And Facilitators For Education Of Students With Speech And Hearing Impairment As Perceived By Teachers: A Case Study In Bangalore	Vasu B. A.*	Jain University, India	Third
851	Barriers And Facilitators For Education Of Students With Speech And Hearing Impairment As Perceived By Teachers: A Case Study	Meeramani NOOJI*	Jain University, India	Fourth

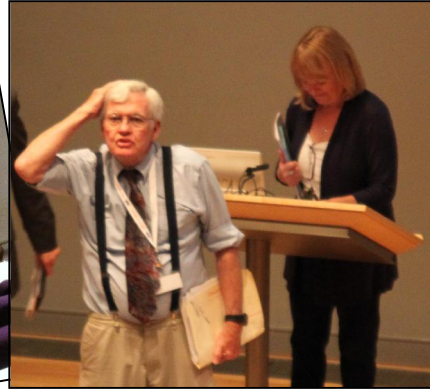
Submission ID no.	Submission Title	Author name (* denotes registered / attending author)	Affiliation	Author Sequence
	In Bangalore			
882	Work Family Interface And Understanding Of Organisational Variables	Siddhartha satish SAXENA*	Ahmedabad University, India	Sole
884	Financial Management Practices Of Micro, Small And Medium Enterprises In Goa - Case Study Analysis	ATMARAM MANOHAR TARPE*	M.E.S. College of Arts & Commerce, India	First
910	To Study The Link Between Learning Style Diversity And Team Performance With Mediating Role Of Relationship Conflict	VARSHA DIXIT*	Gautam Buddha University, India	First
910	To Study The Link Between Learning Style Diversity And Team Performance With Mediating Role Of Relationship Conflict	Pooja TIWARI	Gautam Buddha University, India	Second
1024	Exploring Online Consumers' Decision Making Process And Their Personality Types	Oly MISHRA*	Andhra University, India	Sole
1029	The Impact Of Performance Management System On Employee Involvement Moderated By Employee Acceptance: A Survey Among Scientists In R&D Organizations	Tessla ARAKAL*	CUSAT, India	First
1029	The Impact Of Performance Management System On Employee Involvement Moderated By Employee Acceptance: A Survey Among Scientists In R&D Organizations	Sebastian Rupert MAMPILLY	CUSAT, India	Second
1078	Valuation Of Land For Feasibility Study Of Infrastructure Projects	Mahesh Mukund THAKUR*	Doctoral scholar at Pacific University, India	First
1078	Valuation Of Land For Feasibility Study Of Infrastructure Projects	Suchismitaa SENGUPTA*	IES Management College and Research Centre, India	Second
1055	Employee Engagement	Palak Bhavesh DHAMECHA*	Pandit Deendayal Petroleum University, India	First
1055	Employee Engagement	Jai Suresh BAKLIYA*	Pandit Deendayal Petroleum University, India	Second
1071	Inclusive Growth Of Fishermen Community In Kerala Through The Empowerment Of Fisherwomen	Sukumaran VEENA PRIYA*	M. G. University, India	Sole
1074	The Onset Of The Neon Tool And Its Many Benefits And Popularity In Workforce Planning In Ericsson India	Hilsa MISHRA*	Ansal University, India	First
1074	The Onset Of The Neon Tool And Its Many Benefits And Popularity In Workforce Planning In Ericsson India	Puja Chhabra SHARMA	Ansal University, India	Second
1074	The Onset Of The Neon Tool And Its Many Benefits And Popularity In Workforce Planning In Ericsson India	Shila P.K. UNNI	Ansal University, India	Third

Participants' list

List of people attending the conference as participants / observers

Participant No.	Participant name	Affiliation
P225	Caroline NAZARETH	National Institute of Mental Health & Neuro Science, India
P226	Parvathi RACHAKONDA	IBM, India
P228	Anubhav MISHRA	Indian Institute of Management Lucknow, India
P229	Rucha JOSHI	Purdue University, United States of America
P331	Aryo SETYOSO	Bank of Indonesia, Indonesia
P332	Yustitia Asri ERTANINGRUM	Bank of Indonesia, Indonesia
P333	Bala SHETTY	Mays Business School, Texas A&M University, United States of America
P339	Gurvinder SINGH	Punjabi University Guru Kashi Campus, India
P440	Lakshmi IYER	Institute of Management, Christ University, India
P441	Suchismita BANERJEE	IBM, India
P442	Varun VIBHASH	Christ University, India
P444	M. VENKATESHWARLU	National Institute of Industrial Engineering, India
P445	Vivek G. S.	Siddaganga Institute of Technology, India
P446	D. N. S. KUMAR	Christ University, India
P449	Abhishek VIJAYGOPAL	Indian Institute of Management Bangalore, India
P550	Rohit GUPTA	Indian Institute of Management Bangalore, India
P553	Charan SINGH	Indian Institute of Management Bangalore, India
P554	Tusshar AGARWAL	India
P556	Subodh NAIDU	S. V. University, India
P557	Sabina SHAMIN	India
P558	Lakshmi SAINATH	S. V. University, India

Glimpses of 2014 IMRA ABRM International Conference, Cambridge, United Kingdom



**Glimpses of 2014 IMRA Kean International Conference, New Jersey,
United States of America**



Glimpses of 2013 IMRA & RIT-ACMT International Conference, Zagreb, Croatia



IMRA

IMRA & RIT-ACMT International Conference
Zagreb, Croatia: 16-17 May, 2013

www.imraweb.org

RIT | AMERICAN COLLEGE OF
MANAGEMENT AND TECHNOLOGY



Glimpses of 2012 IMRA International Conference, London, United Kingdom



Feedback by participants

The following is a brief summary of the feedback from the feedback forms, video clips and emails by some of participants for the IMRA International Conferences held at different times: (*randomly ordered*). A detailed feedback for the same is available on <http://www.imraweb.org/feedback>



“Thank you for wonderful occasion to meet interesting and clever people.”
Veronica VRAGALEVA *University of the Academy of Science of Moldova, Chisinau, Moldova*

“Wonderful venue, surprisingly insightful programme”.

Scott LEE *University of Nevada at Las Vegas, United States of America*



“1st of all thank you very much for very well organized conference, I really enjoy it! I never attend so well-organized conference before.”

Kamila BORSEKOVA *University of MatejBel, Banská Bystrica, Slovakia*

“Thank you for such a thoughtful conference. I particularly enjoyed the opening session speakers and the closing session speakers.”

Paul POPPLER *Bellevue University College of Business, Bellevue, United States of America*



“Really enjoyed the conference, some good key speeches! lovely fruit and of course the paparazzi!!”

Parminder JOHAL *University of Derby, Derby, United Kingdom*

“Nice people, nice discussions, excellent organization! Interesting presentations and ideas. All in all, a perfect conference!”

Timo ZUMBRO *University of Muenster, Germany*



“Excellent conference in every sense. Papers were interesting, innovative and well delivered. Venue and support were perfect. Superb organization of event made for a relaxed, productive opportunity for academic exchange.”

Valerie Priscilla GOBY *College of Business Zayed University, United Arab*

Emirates

“The whole conference has been extremely successful and contributed to my research experience. I therefore recommend all to participate in the future IMRA conferences.

Andrews OWUSU *Robert Gordon University, Aberdeen, United Kingdom*



“I would like to thank you and all members of the organizing committee for one of the best organization I involved in. Everything was in perfect order and I enjoyed every session I attended. Hope to see you in future organization.”

Halil YILDIRIM *BulentEcevit University Zonguldak, Turkey*

“A timely effort by IMRA to focus on research works intended for emerging markets which provides lots of technological innovation and business opportunities. I would expect to conduct this event in the coming years also.”

Rifat SHARMELLY *The Australian School of Business, University of New South Wales, Sydney, Australia*



“Very inspiring. Great examples of inter-disciplinary approach. Wide geography of participants is a big plus and advantage of the IMRA Conference.”

Andris OZOLS *Daugavpils University, Duagavpils, Latvia*

“Really an international conference, with a very good organization and opportunities to create relationships for future research activities.”

Luisa BOSETTI *University of Brescia, Italy*



“Excellent”

Abdul TAMBİ *UniversitiTeknologi MARA, Perak, Malaysia*

“Very focused event; Good for Networking ; Well Organized ; Friendly! THANK YOU TOO!! It was a super conference. Really enjoyed it. Met some super people including you!! Hope all well and keep in touch.”

Stephanie JONES *Maastricht School of Management, Netherlands*



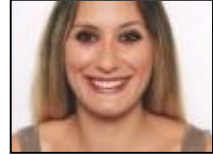


“Wonderful opportunity for post-graduate students to present their research outcomes.”

Patrick EBEWO *Tshwane University of Technology, Pretoria, South Africa*

“This conference was worth of attending and a very nice experience that I will remember all my life.”

Maja BRACIC *Student, RIT / American College of Management & Technology (ACMT), Zagreb, Croatia*



“A very well organized conference. It is beneficial (and) helpful for all groups of people: Researchers, Businessmen, Students, Academics and practitioners. It is an appropriate way to flourish and enhance your network and awareness of different people all over the world. I thoroughly enjoyed all the conference, it was very well organised. Most of the presentations were so engaging and very beneficial. It was really a very good experience for me

personally. The conference is over but still it will be remembered due to the way it is conducted. I do believe that everyone attended is satisfied with the outcome of the conference and this could only become possible because of the organisers who put their best to organise it in the best possible manner. I thank you once again for your effort exerted in the conference and making it one of the memorable events in research activities. Looking forward to actively participate in any events or activities that will come soon.”

Marwa ANIS *Loughborough University, Cairo, Egypt*

“A multi-disciplinary platform for academics to exchange ideas and research experience on topical issues with practical relevance. I really liked the conference and hope to be able to take part in it again. When I came back I did inform my colleagues about the conference and sent them the links.”

Messaoud MEHAFDI *University of Huddersfield, Huddersfield, United Kingdom*



“I was highly impressed with the level of support and feedback received on emailed queries. Very competent organizing team. Thank you!”

Rozenda HENDRICKSE *Cape Peninsula University of Technology, South Africa*

“Superb in all aspects.”

Mohammad Shajib KHADEM *Vodafone Hutchison Australia Project, Sydney, Australia*



“I would like to congratulate you for the wonderful conference. I also would like to ask you to thank Jeanie (sp.) and Alexandra (sp.) for all the trouble they went through on my account.”

Kaizo BELTRAO *EBAPE/FGV, Rio de Janeiro, Brazil*

Announcement: IMRA Seminars & Workshops in your City



IMRA Seminars & Workshops in your City

IMRA invites expression of interest for

Chairperson to lead

IMRA Seminars & Workshops in your city

Contact IMRA to apply.

Announcement: Future IMRA International Conferences



IMRA International Conferences

IMRA invites expression of interest to

host / co-host / collaborate for

IMRA International Conferences in 2016, 2017, 2018, 2019 and 2020

Contact IMRA to apply.

Contact details for 2015 IMRA-IIMB International Conference

London, United Kingdom

International Management Research Academy
(IMRA)
34 New House,
67-68 Hatton Garden,
London EC1N 8JY
England
United Kingdom

Bengaluru (Bangalore), India

Indian Institute of Management Bangalore
(IIMB)
Bannerghatta Road,
Bilekahalli,
Bengaluru (Bangalore): 560076
Karnataka
India

Any questions? Due to a large number of emails we are receiving, we kindly request you, before sending us any email for any queries, please spend some time and read carefully the 'Conference Brochure & Call for Submissions' document available on our website. Kindly also read 'Frequently Asked Questions (FAQs)' on <http://www.imraweb.org/faqs>

Emails: (1) For 2015 IMRA-IIMB International Conference: 2015india@imraweb.org
(2) For other queries at IMRA: info@imraweb.org

Websites: (1) Conference Webpage: <http://www.imraweb.org/conferences/2015india>
(2) IMRA: <http://www.imraweb.org>
(3) IIMB: <http://www.iimb.ernet.in>

Join the discussion with the IMRA members on

- Join IMRA Group on LinkedIn: <http://www.linkedin.com/groups/IMRA-International-Management-Research-Academy-4165118>
- "Like" IMRA on Facebook: <http://www.facebook.com/imraweb>
- [Watch](#) Videos & Photos of IMRA
- Follow IMRA on Twitter: <http://www.twitter.com/imraweb>

Disclaimer

This conference is subject to the terms and conditions mentioned on www.imraweb.org/disclaimer changing from time to time.

The Role of Entrepreneurial Orientation and Stakeholder Orientation in Family Business Internationalization

Submission ID: 1014

Submission track: International management

Submission type: Presentation Papers (PP)

Vijay K. Patel, *Assistant Professor - Kean University, China*

Valerie Vaccaro, *Associate Professor - Kean University, United States*

Extended abstract

Overview Internationalization is an imperative driven by multiple trends and mega shifts both economic and political. Among these are globalization, enabling technologies, intensifying competition, market dynamism and growth opportunities (Casillas, Moreno & Acedo, 2010; Kontinen & Ojala, 2010; Patel, Pieper, & Hair, 2012; Pukall & Calabr², 2014). Casillas et al. (2010) state internationalization is important for most firms' survival and suggest that the risks and opportunities facing family firms 'are doubly challenging'. The question of drivers for internationalization is complex and especially so for family firms (Casillas et al., 2010; Gallo & Garcia-Pont, 1996). We posit that entrepreneurial orientation (EO) and stakeholder orientation (SO) are among established frameworks that can help provide insights. EO measures risk-taking and aggressiveness clearly factors that influence internationalization (Oviatt & McDougall, 2005). SO measures the ability to be sensitive and balanced in considering multiple stakeholders (Freeman, 2010) important in the international context. We therefore expect higher levels of EO mediated by SO would support internationalization in family firms. We are not aware of previous literature addressing the EO-SO relationship in internationalization. Global economics are shifting rapidly. Post the 2008-2009 financial crisis, growth in Western and developed economies has remained anemic "" in the 2% or less range. In contrast the BRIC countries "" Brazil, Russia, China and India "" and the so called N-11 "" including South Korea, Indonesia, Turkey and ASEAN countries have shown GDP growth in the high single digits, with India set to take the lead in GDP growth (O'Neill and Stupnytska, 2009). The economic growth is reflected in the burgeoning middle class in India and China for example (Economist, 2015; EY, 2015). Consequently, opportunities and competitive forces make internationalization inevitable for most firms. Family businesses (FBs) are particularly vulnerable to global forces on the one hand but are also capable of capitalizing on the implicit opportunities created by the internationally driven changes on the other (Etemad, 2004; Fernando & Nieto, 2005; Iwatani et al. 2011; Patel et al., 2012; Zahra, 2003). Since FBs are responsible for some 80-90% of global GDP and are a dominant form of organization worldwide (Astrachan et al., 2003; IFERA, 2003; Family Firm Institute, 2011) enhanced understanding of underlying drivers of internationalization in FBs is vital (Pukall & Calabro, 2014). Inherently, family firms have characteristics that are conducive to a long term strategic view which internationalization requires. Family structures permit rapid decision making, access to management and capital resources and the all-important values shared among families around the globe. In short family companies are well-positioned to go 'global'. They are also responsive to global push-pull factors as outlined by Etemad 2004 and Patel et al., 2012. Push factors are competition, pressure on costs and family demands for organizational growth. Pull factors can be technological and market opportunities, access to alliances and networks and management resources. The recent investment by Ratan Tata in Xiaomi, the upstart smartphone maker positioned to tackle Indian markets is but the most recent illustration (Financial Times, 2015). The conceptual model posited here is particularly appropriate for family firms which have the need and capabilities to internationalize successfully. Navigating the risks and opportunities of internationalization requires both entrepreneurial and multiple balanced multiple stakeholder mind sets (Casillas et al., 2010; Freeman et al. 2010; Pukall & Calabro, 2014). Entrepreneurial

Orientation (EO) EO is now a well-established construct that is positively correlated to firm performance (Rauch et al., 2009; Wiklund et al., 2011). The validated concepts germane to internationalization are each of the 5 dimensions of EO as suggested by (Lumpkin & Dess, 1996) “Innovativeness, Competitive aggressiveness, Risk taking, Autonomy and Proactiveness. These dimensions of EO can be seen to be logically related to internationalization (McDougall & Oviatt, 2000). While EO is considered unidimensional the components suggested have been shown to be effective in driving firm performance and impact the speed of internationalization (Oviatt & McDougall, 2005). Stakeholder Orientation (SO) Stakeholder theory as originally formulated by Freeman et al. (2010) holds that awareness and the ability to integrate multiple stakeholder requirements into strategy are key to long term firm performance (Freeman, 2010; Freeman et al., 2010; Harrison et al., 2010). Going international demands precisely this dynamic capability “stakeholder orientation” in light of cultural, institutional and competitive demands in going international. For this reason we believe that firms with high stakeholder orientation, in particular family firms’ need for strong community relations and socio-economic wealth are part of a broad ability to balance multiple stakeholder needs in a sensitive manner. Thus high firm SO should be conducive to successful extension (Maignan et al., 2011; Patel, 2012, 2013).

Research Method and Expected Contributions The scales will be derived and adapted from extant literature. The independent exogenous measures are EO and SO. Scales are well-established for these constructs (Lumpkin & Dess, 1996; Patel et al., 2012; Yau et. al, 2007). For measures of the outcome internationalization variable items such as percentage sales to non-domestic sales, level of active opportunity search for foreign investments and alliances, CEO and top management team support for foreign investments, years of experience and percentage capital invested in foreign markets would form part of the scales to be used (Pukall et al., 2104). Data collection will be carried out by web-based panels administered by Qualtrics a well-recognized research and data collection. Family firms in the USA, India and China will be the primary targets initially. The structural model design is that EO mediated by SO leads to higher levels of internationalization. We will use partial least squares structured equation modeling (PLS-SEM) for data analysis. PLS-SEM is highly recommended for theory development and empirical work where multiple measures and interrelationships are under investigation (Astrachan, Patel & Wanzenreid, 2014; Hair, Sarstedt, Pieper & Ringle, 2012). Based on extant literature we expect to show that both EO and SO are positively correlated to the level of internationalization. Contributions will include empirical demonstration of the EO, SO influence on internationalization with attendant implications for family firm managers and boards.

Reference available upon request

**A study on Work Life Balance of Teachers in Engineering Colleges in
Thiruvananthapuram**

Submission ID: 1021

Submission track: General Papers

Submission type: Competitive paper (CP)

*Dhanya Josephine, CET School of Management College Of Engineering Trivandrum
Thiruvananthapuram, India*

Extended abstract

Work life balance is not a new concept. The changing economic conditions and social demands have changed the nature of work throughout the world. With improved education and employment opportunities today, most homes are ones in which both parents work because of the necessity and the desire to augment income. The satisfaction in a job or work would be depending on many factors like remuneration, work conditions, growth prospects, support for employees and several other factors. One of the most important such factors as found from the result of much research conducted in this domain is, Work Life Balance(WLB). This factor can be described as a measure of the balance that exists between the job and the personal life of an employee. Work life balance for teaching engineering has become one of the greatest challenges in today's world. Teachers need to spend extra hours' everyday to be effective and productive in their profession so that they could reach higher levels and face the challenging atmosphere. Work life balance helps the faculty to be more productive in their work along with their personal commitments and family interest. It is necessary that the institution needs to eliminate impractical discrimination and provide equal opportunities for both men and women. Good work life balance reduces stress and leads to productive outcomes. Thus the teaching faculty is able to give their best with high motivation and morale. Reviews also indicate that the perception of work life balance is observed to be different across genders. Work based support to teachers is positively associated to job satisfaction, organizational commitment and career accomplishment. These reviews highlight that there are work life balance issues that need to be addressed. The shift in working patterns, the necessity to learn and relearn and be tech savvy, longer working hours, more erratic work schedules, need to develop and impart soft skills and life skills, the increasing prevalence of two career families, the demands of constant accessibility and global collaboration; has made long lasting impact on the work life balance of teachers. A healthy work environment is very essential for a teaching engineering to be productive and successful. Work life imbalance leads to poor performance, poor concentration, reduced efficacy levels and work family conflict; which could be detrimental to the health of the individual in the long run. Prior research points out that a women teacher struggles hard to strike the balance between being a caring homemaker and a responsible teacher. Hence there is a pertinent need to analyze, compare and contrast and study the issues and factors associated with work life balance of women faculty in educational institutions; compare and contrast the work life balance across educational institutions in the category of Government, Aided and self financing mode. It is important to bring to light any inadequacy of the initiatives taken by the authorities and colleges to achieve a healthy work life balance for women teachers in the chosen Engineering discipline. This study has been carried out among the faculty of engineering colleges in Thiruvananthapuram including a sample of 318 engineering faculty belonging to the Junior Level, Middle Level and Senior Level. The survey included more women respondents about 75%. The study assesses the current

status of perceived work life balance among engineering college teachers in Thiruvananthapuram particularly with respect to a) work-family spill over b) work-family conflict and c) Work-family facilitation. Secondly the work environment with respect to supportive HR policies, supervisor support, organizational and management support, teamwork, trust, openness in communication as exists in engineering institutions were also studied. And an attempt has also been made to assess the relationship between work environment in the selected engineering colleges and WLB among teachers. The study looks into the awareness of employees about the Work Life Balance policies of the institution, to determine its effectiveness in implementation, to determine if there is proper balance between Work and personal lives of employees and to suggest strategies for improvement. Out of the 318 engineering college teachers, 136 were from private colleges, 125 were from government colleges and 57 from aided colleges. The sample includes teachers from different age groups, educational and engineering qualification. The average age of the members of the final sample was 35 years and had a total work experience for an average of 11 years. Tools like Mean, t-test, ANOVA, correlation analysis, regression analysis were used to make relevant analysis between work life balance and its impact on Gender equity and women empowerment. Work life balance was measured using a 9 item 5 point Likert scale. Out of the nine items, three items measuring work life spill over were adapted from the scale developed by Maume and Houston (2001), three items related to work family facilitation were developed by the researcher. To measure OC, a nine item five point Likert type scale, an adapted version of the questionnaire developed by Rao and Abraham (1986) has been used. The reliability was tested and Cronbach's alpha score was 0.90. The response included the range Strongly disagree to strongly agree, rated 1 to 5 respectively. Overall reliability coefficient for the entire 9 point scale was found to be 0.75 which indicated the reliability of the measure adopted for the present study as it is above Nunnally and Bernstein's (1994) standard threshold. The reliability coefficients (Cronbach alpha score) were found as: 0.71, 0.70 and 0.75 for the three sub scales respectively. The study revealed that level of work life balance varies in Government, private and aided Engineering colleges. Mean values and ANOVA reveals that Work family spill over, work family conflict and work family facilitation "" all the three aspects were perceived as Moderate by the teachers working in Engineering colleges across the Government, Aided and Self financing colleges. However as indicated by the t test results the same was found at the same level without any significant variation between the male and female faculty across the three types of colleges. So far as the perception of Junior Level, Middle Level and Senior faculty are concerned ANOVA revealed that all the three aspects were perceived as at their moderate level without much variation. Although at overall moderate level across the three modes of engineering colleges, work family spill over was found higher in self financing colleges and lowest in government colleges. At the same time, the study found comparatively lower level of work family conflict in Government colleges and high level of work family facilitation in self financing colleges. The t-test results prove that the same was found at the same level without significant variation between male and female teachers. Correlation analysis using Karl Pearson's coefficient of correlation between work family spill over and work family conflict ($r=0.453$) indicated that both are positively correlated. It was found that organizational climate in the selected colleges as regards to supportive HR policies, supervisor support, teamwork, management support, team work and trust was moderately favourable in government, aided and private engineering colleges. In this context, no significant variation among the perception of Junior Level, Middle Level and Senior engineering faculty as well as between male and female teachers were found. Correlation revealed that perception of gender equity and the WLB are positively correlated; although a low degree of correlation ($r= 0.274$) exists between the two variables. Correlation analysis revealed that the organizational climate and Work Life Balance are positively correlated. Regression analysis revealed that perceived organizational climate was found to have

positive impact on Work Life Balance among engineering college teachers. F value ($F=6.357$) was found significant at .01 level indicating organizational climate explains significant amount of variation in WLB. R2 value (.109) indicates that 10% variation in WLB is accounted for by Organizational climate. Therefore it was identified there exists a positive relationship between organizational climate and Work Life Balance among engineering college teachers. It has been proven that organizations supportive of employees can reduce work family conflict. The best practices for WLB includes Flexi time, Work commuting, Five days work per week, Planned vacations, leave facilities including maternity leave, employee welfare schemes and talent development initiatives. Some innovative ideas need to evolved by the policy makers and management of Engineering colleges in this context for reducing work life spill over and conflict. The study intended to measure the level of work life balance of teachers in Engineering colleges in Thiruvananthapuram with less than 5 years experience (Junior Level), 5-15 years of experience (Middle Level) and more than 15 years of experience (Senior Level). It was found that teachers experienced moderate level of WLB leaving substantial scope for the management to improve the WLB of the teachers.

Reference available upon request

Implementation of ROI Process in Indian Companies -A Case Study Approach

Submission ID: 1022

Submission track: Human Strategic management

Submission type: Presentation Papers (PP)

Sonali Wagle, *ROI Institute (USA), India*

Extended abstract

In India, Human Resources department is considered as a support department. Research shows that the strategic role of Human Resources (HR) is neglected. Budgets are not sanctioned for HR and training especially during recession or during budget control measures. A lot of HR interventions such as policy making, recruitment, organizational development, employee engagement, performance appraisal, and training, take place in organizations. Unless the monetary benefits are proved, all the above interventions are categorized as costs, and hence HR becomes a cost center. Most of the HR professionals, feel the necessity of learning and development programs. Yet they are frustrated from the near lack of evidence to prove the numbers that lead to profits, save costs, save time, increase productivity, improve quality, reduce inventory, retain customers, and reduce attrition. Although many models to calculate ROI of interventions exist, popular being the Kirkpatrick model of evaluation and the Phillips ROI Methodology, HR people in organizations are somewhat reluctant to use them to prove the value of their interventions. It became necessary to measure the role of HR and training and hence corporate felt a need to upgrade the skills of their HR professionals in the area of Return on Investment (ROI) on HR and Training was established. Since ROI gives HR, tools to measure the value of HR & training programs, and present credible case to the decision makers, it becomes a mandatory process to be considered by Indian Companies. ROI as an evaluation process gives the authenticity mandated to become HR a strategic partner. The only way to evaluate and do cost benefit analysis for HR intervention is to find the ROI on HR intervention. The use of such models is three fold: to justify the investments, to pitch for future budgets, and to make HR a strategic partner. Kirkpatrick was the pioneer to present the 4 levels (reaction, learning, behavior and results) of evaluation as a part of the thesis which got later published in the Training and Development journal in the year 1959 (Kirkpatrick 2006). The current study takes the Donald Kirkpatrick's and Jack Phillips ROI models into account and the application of the models at workplace. Phillips added a 5th level- results and termed behavior as application. Phillips felt that people could better relate to application. Though many case studies of successful ROI implementation in the HR and training department are available in the USA, India, does not have sufficient case studies. The paper seeks to attempt to increase the understanding of what challenges come in the way of conducting an ROI evaluation in India. The objectives of the study are To understand the extent to which companies evaluate their training programs.

Skill levels of the HR professionals in terms of ROI skills of the companies under study. Their ability to implement the ROI process.

Identify the barriers and enablers to implement the ROI process. Recommendations to make HR and training a profit center. Major gaps were identified during need analysis such as lack of technically qualified HR professionals, lack of HR as a strategic function, HR not considered as profit center, and no linkage between business goals and training goals. Although the importance of training is felt, hardly any credible case is presented to show its importance. Since ROI gives HR, tools to measure the value of HR & training programs, and present credible case to the decision makers, it becomes a mandatory process to be considered by Indian Companies. 41 large size companies studied to identify the skill level of HR and training professionals in the area of ROI. These companies belonged to various industries such as

chemical and plant, business process outsourcing, chemical, power, banking and finance, automobile, insurance, oil and packaging. Out of these companies only 16 companies had sent their HR and training personnel for a ROI training.

A total of 24 participants from HR and training department from these 16 companies have attended ROI skill training. The study identifies the implementation of the ROI process in those companies. The study also addresses the barriers and enablers to implementation of the ROI process. Recommendations for a successful ROI implementation in HR and training are given as the part of this study. ROI as an evaluation process gives the authenticity mandated to become HR a strategic partner. One of the ways to evaluate and do cost benefit analysis for HR intervention is to find the ROI on every HR intervention. HR feels that implementing a ROI process has huge monetary benefits and it can help to justify the training budget, bring in transparency in the training and HR processes, reduce the training cycle, set quantified objectives for all programs, enhance transfer of learning, enforce application of learning, measure tangibles as well as intangibles, eliminate unnecessary or ineffective programs, expand or implement successful programs, set priorities for interventions, satisfy client needs, make participants result oriented, focused and accountable, make training vendors accountable and evaluate HR interventions. Yet they lack the ability to implement the ROI at the workplace. Out of the 16 companies, three participant companies were able to implement the ROI process for one training program till the impact level and one company reached the ROI benchmark by attaining a ROI of 96%. The results shows that significant efforts need to be put by HR to prove the worth of every investments they make. Training and HR initiatives must move from a feel good factor to monetary based factor. Every penny invested by HR must be accounted and the impact measured. This approach will make HR department accountable and a core department.

Reference available upon request

Exploring Online Consumers' Decision Making Process and Their Personality Types

Submission ID: 1024

Submission track: Marketing Management and consumer behavior

Submission type: Poster Presentations (PR)

Oly Mishra, Research Scholar AU College of Engineering Andhra University, India

Extended abstract

India has experienced a recent transformation in the field of retailing. The retail sector in India was made up of organized and unorganized retail. But in recent times a new form of retail has come to focus. This is known as Online Retailing. It is also known as e-tailing where 'e' stands for electronic. The advent and continuous increase in the usage of internet has led to the increase in online retailing. Due to the changes in the socio-economic structure, India has emerged as the ideal place for online retailing. Initially online retailing companies had started by selling books, CDs etc but now they are selling specialized and customized products. There has been a drastic change in the way Indians are shopping over the last few years. Consumers are of different personality types and each personality type exhibits some predominant characteristics. This will in turn have an effect on their decision making process. In order to understand this, the previous literature on personality and consumer decision making process has been studied. Literature review suggests that there are five main Personality types as given by John, O. P., and Srivastava, S (1996) are extraversion, agreeableness, conscientiousness, neuroticism and openness to experience.

In 2000, the studies were conducted on the relation between Personality and Internet usage and it was extended to study the online activities of internet users. One such study relating the Personality types of respondents and their mobile phone usage was carried out by Butt and Phillips (2008). The study found that there were three Personality types which mainly influenced the mobile phone usage of a person. These three Personality types are: Extraversion, Neuroticism and Openness to Experience. The study found that Personality trait of a consumer has a significant influence on a person's online communication choices and the information that they like to share with others. Some of the present day researchers like Ross et al. (2009) examined the Personality theory on the users of social networking sites to understand the influence of Personality on usage of social media. They also found that three out of five Personality traits of the Five Factor model i.e. Extraversion, Neuroticism and Open to Experience, were significant in the context of Social Media. The process that the consumers go through when they decide to purchase a product is known as decision making process. Traditionally, researchers have approached consumer's decision making process from a rational perspective. This approach views consumers as being problem-solving in nature and being emotional to a lesser extent.

One of the earliest studies in Decision making process was done by Nicosia (1966). It shifted the focus from the act of purchasing to the complex decision making process that the consumers engage in when they buy a product. It concentrates on the communication process that takes place between the consumer and the product that they intend to buy. The study found that the firm gives a commercial message in the form of advertisements which is received by the consumer and it leads to the creation of a certain attitude towards the product. This attitude initiates the consumer decision making process. Engel et al (1968) developed a consumer decision making model to analyze how consumers sort out information and make logical purchase decisions. It also stated that the five stage purchase decision making process is not accurate. It suggested that a seven stage purchase decision making process was necessary to understand the consumer decision making process. It also emphasized on including constructs in each stage like belief, attitude and intention. Mowen and Minor (2001) studied the Decision

making Process of a consumer and found that consumers carry out pre-purchase search which is the result of recognition of a problem. The on-going search is the search for meeting that special need. The study further states that the involvement of the consumer plays a very important role in their decision making process.

Primary data has been collected by a questionnaire which consists of questions to identify the Personality type of the consumer and to understand their decision making process. The questionnaire consisted of Likert scale questions and Close ended questions. The respondents have been selected by Judgmental Sampling as the respondents should have the experience of doing online shopping frequently. The responses to the questionnaire will be collected through survey. The questionnaire will be distributed by mail, on social media and also personally. The objective of the paper is to find out if there is any relation between the personality type of the consumers and the various stages of consumer decision making process. In continuation to this, the role of involvement and shopping motive will also be studied in this paper. The paper will investigate if the involvement and shopping motive of consumers are influenced by the personality of consumers. The hypothesis of the paper is that there exists a significant relation between the Personality of the consumer, their Decision making process and the different dimensions of purchase i.e. shopping involvement and shopping motive. The findings of the study are that there is a significant relationship between the Personality types and the different stages of the Consumer Decision making process. It has also been found that the consumer's Personality type has a significant relationship with their shopping motive and involvement. Thus, Personality is a very important factor in the consumer's decision making process. With the increased popularity of online shopping, the understanding of the consumers Personality and its influence on the Consumer's decision making process will help the online retailers formulate better marketing strategies and target their consumers. Moreover, this study will help the online retailers to understand their mental orientation and customize their offerings accordingly.

Reference available upon request

CAUSE RELATED MARKETING - A NEW PARADIGM IN MARKETING FOR INCLUSIVE GROWTH.

Submission ID: 1025

Submission track: Marketing Management and consumer behavior

Submission type: Masters & Doctoral Students' Papers (MD)

Shail Chanana, *Research Scholar Punjabi University, Patiala Punjab, India*

Extended abstract

Over the years marketing concept and theories have changed the role of marketing, Once defined as an activity to satisfy the needs and wants of the customer by offering a value in the form product, now is defined as a complete organizational activity, which includes collaborating with customer to co create value in the form of product for them, building the relationship with the customer and delivering the maximum benefit to the customer in the least elapsed time, in other words making and creating relationship. The boundaries of marketing extended further when the organization as a part of good governance collaborated with the nonprofit organization with a purpose to help the society therefore Corporate Social Responsibility took the major role in the organization. Soon the companies realized that integrating societal goals with business goals leads to a win - win situation by enhancing the customer and societies well being while increase in profitability. This collaboration of organization with nonprofit organization led in the emergence of Cause Related Marketing According to Vradarajan and Menon (1988), Cause Related Marketing is defined as." A process of formulating and implementing marketing activities that are characterized by an offer from the firm to contribute a specified amount towards designated cause when customers engage in revenue providing exchanges that satisfy organizational and individual objectives. "Literature suggests that many organizations have used CRM as a marketing strategy because it fulfills the societal as well as Organizational objectives. Cause Related Marketing's origin is attributed to a promotion undertaken by American Express in the early 1980s, American express in 1981 Piloted various scheme by initiating a campaign which donated funds to a number of different non-profit organizations every time someone used an American Express Card in the area, 2 cent donation was triggered and each time a new members applied for a card a larger contribution was made. As a charity point of view, despite being a short term campaign \$108,000 was raised. In India Cause Related Marketing started with Procter and Gamble's path breaking and extensive cause marketing initiatives, Procter and Gamble Hygiene and Health Care India had launched Project Drishti- The first ever sight restoration corporate project which was undertaken in association with the National Association for the Blind (NAB). This initiative was supported by Whisper "for every retail pack sold, Re.1 went into the Project Dhristi fund with an initial funding of Rs. 25 million. Having viewed that cause related marketing is a strategic program that has helped many organization to uplift the society, increase their sales. Our purpose of study was to understand the effectiveness and impact of the cause related marketing; we wanted to analyze how consumer perceives these campaigns. The effectiveness of the program was analyzed on millennial generation the reason to choose millennial generation was this generation has been characterized as civic minded, socially conscience and favors' the upliftment and strengthening of the society. The study was carried out in the state of Punjab and Haryana on the Students of Management department studying in the state universities of the two states. The total sample size was 351 out which 129 students were from the state universities of Punjab and 222 were from the state universities of Haryana. The effectiveness and impact was measured by the level of awareness of the Cause Related Marketing Campaigns organized by the companies in India, consumers Purchase Intention towards the product associated with these campaigns and their perception about the reputation of the organization. The result of the study Indicate, the

respondents in the research were aware of the Cause Related Marketing Campaigns organized by the organization in India, They were aware of the brands associated with the campaigns. These campaigns influence the purchase intention of the consumer, since the willingness to associate with the social cause drives the need to buy the product associated with the cause and as far as the image of the organization is concerned the result indicate that the consumers have a positive image of the organization. Although the product associated with CRM campaigns in India are convenience product consumer doesn't have to think or do a market research before buying a product, therefore these Campaign are successful. The results of the study are generalized in the state of Punjab and Haryana. The research is done to measure the effectiveness of the Campaign on consumer; it doesn't include the gender related response of the customer i.e. are females more influenced with such campaigns or males, also the study doesn't include the role of Non Profit organization in CRM campaigns.

Reference available upon request

Sustainable Milk and Milk Products Value Chain : Milkfed, Dairy Cooperatives & Entrepreneur Dairy Farmers in Punjab

Submission ID: 1027

Submission track: Sustainable growth

Submission type: Presentation Papers (PP)

Gurdeep Singh, *Panjab University, Chandigarh, India*

Extended abstract

Extended Abstract

Introduction According to FAO (Food and Agriculture Organization) a Sustainable Food Value Chain is defined as “ the full range of farms and firms and their successive coordinated value-adding activities that produce particular raw agricultural materials and transform them into particular food products that are sold to final consumers and disposed of after use, in a manner that is profitable throughout, has broad-based benefits for society and does not permanently deplete natural resources.” The above definition highlights “ the farms and firms “ and their importance in the value chain. It also highlights “ coordinated value-adding activities”. The importance of unified collective effort cannot be undermined in the field of agri business. The collective effort is in the form of an umbrella organization that can enable the farmers to reap the benefits of their hard work. This gave rise to cooperatives and marketing boards. In India we have various mandi boards that represent the interests of the farmers. According to (Tamilia, Charlebois, 2007) the marketing boards have significant importance in Canada. Market liberalization for dairy sector is discussed by (Owango, Lukuyu, Stall, Kenyanjui, Njubi, Thorpe, 2014). In India we have the apex government organization namely “Department of Animal Husbandry, Dairying and Fisheries “ Under ministry of agriculture, responsible for policy formulation. The Milk and Milk Product Order 1992 and its amendments govern the dairy sector. With liberalization in dairy sector various private players have ventured in this field. The small holder dairy farming practices need to be highlighted for sustainable development of value chain. (Novo, Slingerland, Jansen, Kanellopoulos, Giller, 2013), discuss the viability of small holders under the “Balde Cheio “ (Full Bucket) program initiated in Brazil. With rising farm mechanization cost there is emphasis on social capital. The cooperative set up provides the necessary funding and collaborative effort. (Herbel, Rocchigiani, Ferrier 2015) provide an instance of social capital through illustration of “CUMA”, a Farm Machinery Cooperative in France. Whether this kind of arrangement will work for small landholders in dairy sector for milk processing machinery sharing, is the big question. Local consumption of dairy products is related to reduction of GHG (Green House Gas) emission. (Nicholson, Gomez, Gao, 2011) discuss the issue of localization in terms of “food miles”. (Huang, Yang, Rozelle, Fabiosa, Dong, 2012) study the marketing channels of selling milk in Beijing. The authors explore the working of small landholders who undertake dairy farming to augment their income. The marketing channels include private collection centres, state collecting centres and brokers. Milk is a nutritive medium for pathogens and proper testing and preservation is essential till the processing takes place. (Demirbas, Golge, Tosun, Cukur, 2008), discuss the testing of milk and safety measures in a region in Turkey. The authors suggest more availability of milk testing equipment on low interest rates and more contract breeding. (Pastakia, 2012) has discussed various Value Chains in India and highlighted the coordinated effort of Non Government Organization (NGOs), Corporates and Farmers organizations. With

market liberalization, dairy product tracing, carbon and water footprint issues becoming important, the sustainability factor has to be seen from new perspectives. Milkfed (Punjab State Cooperative Milk Producers Federation Ltd) is an apex organization in Punjab which runs and manages a number of milk plants with latest processing techniques. There are number of Cooperatives which act as milk source for Milkfed, also individual farmers who sell raw milk act as source for Milkfed. The annual turnover of Milkfed in 2013-14 was 2083 crores. It had 7200 cooperative societies with 4 lac members under its umbrella in 2013-14.

Methodology The present paper is a non-empirical study of dairy sector in Punjab in India. The various dimensions of dairy product processing and sales are studied by collecting primary data through interview and by meeting the entities involved. The entire supply chain activity right from the milk collection at village cooperative centres to milk processing to the final delivery to the user is studied. Individual, small to big dairy farmers are contacted to study their sustainability and survival. An attempt has been made to identify the entities, variables and perspectives that affect the milk supply chain and its sustainability. The present paper makes an attempt to suggest a sustainable value chain of dairy products in Punjab with reference to processing, distribution, and marketing of milk and milk products. **Scope of Study** The following is the scope of the study:- 1. Sustainability of Milkfed 2. Sustainability of Dealers, Distributors, Retailers of Milkfed 3. Sustainability

of Milk Cooperative members (Cooperative societies) 4. Sustainability of Lone Rangers (traditional dairy farmers who use a two wheeler to sell milk to clients in the city) with 4-5 cattle head 5. Sustainability of Lone Cart Rangers (these operators sell door to door the milk products of Milkfed on profit per item basis) with no cattle head. 6.

Sustainability of farmers with 10-15 cattle head who sell locally 7. Sustainability of farmers with 50 + cattle head who use modern means of milk storage and processing 8. Sustainability of unorganized sector (sweet shops) **Results Expected** The paper identifies 8 entities who play a major role in the milk supply chain. The author has shortlisted 27 variables that affect the sustainable milk value chain. The emphasis is on small landholders who can augment their income with dairy farming. For a sustainable value chain it is necessary that small farmers with limited resources can take up dairy farming. A sustainable system needs to be developed at the local level.

Reference available upon request

The Impact of Performance Management System on Employee Involvement moderated by Employee Acceptance: A Survey among Scientists in R&D organizations

Submission ID: 1029

Submission track: General Papers

Submission type: Masters & Doctoral Students' Papers (MD)

Tessla Arakal, *Research Scholar SMS CUSAT, India*

Sebastian Rupert Mampilly, *Professor (Adjunct) at Cochin University of Science and Technology, Kerala, India, India*

Extended abstract

Performance Management as an organizational process that provides for competent management of individuals and teams in order to achieve superior levels of performance holds a noteworthy place in management literature. Performance Management System (PMS) is an elaborate set of interrelated options and activities considered holistically as an integrated and elevated highway in an organization's trajectory towards the cherished destinations by developing and deploying human capital, reinforcing its competencies for achieving sustainable competitive advantage. The attempt in this paper is to outline the impact of performance management system on employee involvement, given the variations in employee acceptance. Employee involvement is taken to be a rumination of the level of participation by members in an organization's decision-making and employee acceptance reflecting the endorsement of performance management system implemented by the employees. This study, based on primary data collected from 100 scientists working in a nationalised Research and Development organization in central Kerala, who were surveyed during the first quarter of 2015, is expected to enlighten the linkage between performance management system as the predictor and employee involvement as the outcome, moderated by the acceptance of the system by the employees. Partial Least Squares (PLS) was used to detect the interaction among the variables. Findings of the study are reported along with its limitations and suggestions for further research. The broader message thought to be disseminated through the present study is to authenticate inclusive growth and surplus enhancement through employee involvement.

LITERATURE REVIEW

Some of the researchers and writers object to associating the word 'system' with performance management because of its connotations with the notion of a sort of mechanism. The debate may continue, but the term 'performance management system' is in universal use. Williams (1998) took a systems view when he identified three models of performance management. 1) performance management as a system for individual performance 2) performance management as a system for managing organisational performance and 3) performance management as a system for managing individual and organisational performance. Employee involvement means involvement of employees in their business related enhancement activities, processes and cross functional activities. (Holt, Assessment of organisational involvement in implementing empowerment, 2002). A deeper and richer understanding of job involvement is provided by Kanunga (1982) specifying that job involvement is the individual's level of psychological identification with the specific job in which he or she is engaged. Managers should give priority to the performance appraisal acceptance of the employees. Carroll & Schiener opined that, performance appraisal system acceptance is modified when the performance appraisal system is perceived to be accurate, the performance appraisal system is administered fairly, the appraisal system is congruent with the employees personal goals and values and when the appraisal process does not exceed the psychological contract between the rater and the ratee. (Roberts, Winter 1994).

Objectives of the study

1. To examine the perception of scientists on performance management system. 2. To examine the perception of scientists on employee involvement. 3. To analyze the relationship between performance management system and employee involvement. 4. To examine the perception of scientists on employee acceptance of the performance management system. 5. To check whether employee acceptance moderates the relationship between performance management system and employee involvement. Based on the discussion the following hypotheses were developed

Hypothesis 1: There is positive relationship between performance management system and employee involvement. Hypothesis 2: Employee acceptance moderates the relationship between performance management system and employee involvement.

METHODOLOGY

Population and Sample

Population consisted of scientists from nationalized Research & Development organizations in Kerala. The inclusion criteria was 1.) There must be performance management system implemented in the R&D organizations. 2.) There should be some amount of research & development activity undergoing in the R&D organizations. 3.) The designation of the scientists should be either junior scientist, senior scientist or principal scientist. Sampling process consisted of sifting the population to identify the eligible institutions as per the inclusion criteria. The eligible institutions were classified into clusters on the basis of scientific focus: - Defense Research Development Organisation (DRDO), Indian Council of Scientific Research and Development (ICAR), Indian Council of Medical Research (ICMR), Council of Scientific and Industrial Research (CSIR), Kerala State Science Technology Environment (KSCTE). Permission was sought. All institutions who granted permission were included in this study. Thus Cluster sampling was used for the study. The sample was determined to be 100 scientists from nationalized Research and Development organizations in Kerala.

Findings and conclusion

The theme of performance management system is a matter of concern for organizations across the globe. Repeatedly, the literature suggests that performance management system is indispensable for the success of organizations. Despite the significant academic interest in performance management system and employee involvement and employee acceptance, there is a dearth of literature investigating the relationships of the three variables in the Indian context and beyond. The study examines the perception of scientists on performance management system, employee involvement and employee acceptance and investigates the relationship between the variables; performance management system, employee involvement and employee acceptance. Empirical in nature, this study reiterates through its analysis and results that there is significant relationship between performance management system and employee involvement and provides a deeper and richer understanding in explaining the moderating relationship of employee acceptance in the relationship between performance management and employee involvement. Thus the research paper on the impact of performance management system on employee involvement moderated by employee acceptance has relevance for the new management paradigm of inclusive growth. Final Wrap Up To reiterate the basic point, Performance Management System which is implemented can lead to the growth of organizations; moreover when there is employee involvement, it can lead to empowering the employees. The pattern underlying the new management paradigm: Inclusive Growth and Profit, is invariably entwined with performance management system and the vision envisaged by the present study is to augment inclusive growth and profit through the synergizing power of employee involvement. Herein lies the relevance and the essence of the study

Reference available upon request

Corporate Societal Marketing in Brand Communication - An Indian Example

Submission ID: 1040

Submission track: Marketing Management and consumer behavior

Submission type: Presentation Papers (PP)

Meeta Munshi, *Institute of Management, Nirma University, Ahmedabad, India*

Extended abstract

INTRODUCTION

In January 2015, Dabur Vatika launched brand communication campaign called 'The Brave and Beautiful', which is based on societal marketing premise. Dabur Vatika is a leading hair oil and shampoo brand owned by Dabur India Ltd., one of the leading FMCG companies in India. This research paper attempts to review the campaign in terms of its contribution towards strengthening brand equity of Dabur Vatika.

LITERATURE REVIEW

Societal Marketing concept refers to marketing initiatives that have at least one non-economic objective related to social welfare (Drumwright and Murphy, 2001). As noted by Lichtenstein, Drumwright, and Braig (2000), societal marketing programs aim to create a differential advantage through an enhanced corporate image with consumers. Such initiatives help organizations differentiate themselves from the competition by building an emotional, even spiritual, bond with consumers (Meyer, 1999). Moreover, societal marketing programs may provide a reservoir of goodwill that will help deflect criticism and overcome negative publicity from an unexpected event or tragedy (Dawar and Pillutla, 2000).

As proposed by Hoeffler and Keller (2002), societal marketing can help build brand equity by following six means: i. Building brand awareness ii. Enhancing brand image iii. Establishing brand credibility iv. Evoking brand feelings v. Creating a sense of brand community vi. Eliciting brand engagement.

THE BRAVE AND BEAUTIFUL CAMPAIGN

Dabur Vatika's campaign titled 'Brave and Beautiful' is an ode to a woman cancer survivor who has battled against all odds and emerged as a winner after fighting the disease. The Brave and Beautiful campaign of Dabur Vatika includes a short film showing a young mother - a cancer survivor, getting her life back to normal against trying circumstances. Not an easy thing to achieve given that she has lost her hair on account of the grueling chemotherapy sessions and medicines that have taken a toll on her health. With her husband and daughter serving as a strong support system, she musters the courage to resume work in her office. Although a bit nervous at first, she is surprised to see the warmth and approach with which her colleagues reach out to her. A 60 second edited version of the digital film was aired on TV. The campaign also included print adaptation of the TV commercial.

REVIEW OF BRAVE AND BEAUTIFUL CAMPAIGN Dabur Vatika's Brave and Beautiful campaign is reviewed with respect to each of the six means of building brand equity proposed by Hoeffler and Keller (2002). **Building brand awareness** In sharp contrast to past advertising campaigns of Dabur Vatika that have talked about beauty attached with hair, this advertisement takes the viewer by surprise with an unconventional portrayal of a bald woman. Moreover, the tagline 'Some people don't need hair to look beautiful' says the exact opposite of a hair care brand's product proposition. The advertisement is thus unique and will therefore attract attention and recall. **Enhancing brand image** In order to create brand equity, it is important that the brand have some strong, favorable, and unique brand associations (Keller, 1993).

Past campaigns of Dabur Vatika have featured several achievement-driven women celebrities, thus infusing the brand with the values of youthfulness and natural beauty. By saluting the woman who has defeated the dreaded disease of cancer and embraced life, the brand alleviates the dimension of physical beauty to a higher level of inner beauty of perseverance and courage to face life. The brand image strongly emerges as the one above the clutter and thus takes a leadership stance.

Establishing brand credibility Since Dabur Vatika's campaign is an ode to the cancer survivor woman, the viewers are likely to perceive the brand as caring and more dependable in a broad sense. Moreover, the campaign does not highlight any product attributes of the hair care brand, on the contrary has the tagline 'some people don't need hair to look beautiful'. Viewers would transfer some of the positive associations they have in regard to the strong and successful woman who has braved the post-cancer life to their attitude towards Dabur Vatika as a brand. This would result in an overall increase of the brand credibility. **Evoking brand feelings** Brand feelings refer to two categories of feelings: social approval and self-respect (Kahle, Poulos and Sukhdial, 1988).

The Brave and Beautiful campaign depicts very strong feeling of social approval. The woman who has battled cancer and lost her hair in the grueling treatment of the disease is rallied around by everyone close to her - family at home and colleagues in office.

Moreover, the campaign accentuates a strong sense of self-respect in the cancer survivor due to the social approval she receives.

The film shows that her doubts about her baldness are put at rest and her face lights up with a satisfied smile of self confidence.

Creating a sense of brand community As noted by Stark (1999), consumers are yearning to connect to people and things that will give meaning to their lives. Dabur Vatika seeks stories on its facebook page of brave women who have shown courage and resurgence against cancer, thus inspiring millions more who are fighting this dreadful disease today.

These initiatives definitely create a strong sense of brand community.

Eliciting brand engagement Brave and Beautiful campaign's initiative to invite cancer survivors to share their stories and publish a book of these stories elicits a high level of brand engagement.

Moreover, the brand will also make advertising films based on few selected survival stories of women, thus portraying them as brand ambassadors. Thus this campaign evokes a high level of brand engagement.

CONCLUSION

Dabur Vatika's Brave and Beautiful campaign has the potential to build brand equity through all the six means outlined by Hoeffler and Keller (2002). It is a commendable example of a communication campaign using societal marketing route for brand building exercise.

Reference available upon request

Inclusive & Sustainable Growth - Role of Reserve Bank of India

Submission ID: 1043

Submission track: Financial Inclusion: Access to Credit and other Financial Services

Submission type: Presentation Papers (PP)

Meenal Sharma Jagtap, *Amity University, Haryana, India*

Extended abstract

Fast paced economic growth is supposed to be the panacea for many problems in developing countries like poverty reduction, generation of unemployment, improvement in standard of living etc. However, just fast paced growth if not necessarily inclusive and sustainable will not meet the desired objectives for under- developed and emerging economies in the long-run.

In India, after independence the government targeted economic growth but relied on the 'Trickle Down' effect for a balanced and equitable growth. It was during the Ninth plan period that the government documents having realised that the 'Trickle-down effect' did not work as was predicted by economic pundits and the benefits of economic growth were not being equitably shared.

The conceptual change in the policy making was thus adopted in India after the Ninth Five Year Plan has been that instead of focusing the policy making to income redistribution aspects, the focus would be on sustainable and 'inclusive growth' essentially meaning a growth process involving participation of all sections of the society in economic activity, generating income through it and being able to spend that income with choice.

Inclusive and sustainable growth has since then become the focal point of the government's policy making efforts. Fast paced economic growth that is sustainable as well as inclusive is only possible through easy access to finances, well developed financial markets i.e 'financial inclusion'. The development of financial markets and its various measures positively contribute to economic growth.

The role of India's Central bank is vital in this regard as it is the primary body responsible for 'financial inclusion'.

The paper has been organised as follows: Section I discusses the concept of 'Inclusive' and 'sustainable' growth. Section II discusses the inter relationship between financial inclusion and possibility of Inclusive and sustainable growth. Section III throws light on the role of Reserve Bank of India in this regard during the recent years. Section IV is the Literature Review, and the last section concludes. This paper is conceptual in nature and is based on secondary data.

INTRODUCTION:

Rapid and fast paced economic growth is required for countries to transition from under developed, developing and emerging status to developed economies. One of the important characteristics of a developed economy is reduced income inequality and more equitable distribution of incomes. When the emerging economies experience fast economic growth, there is global reduction in poverty and income inequality. According

to (Hellebrandt & Mauro, 2015) the global per capita income inequality fell from 2003 to 2013 and is likely to fall further in 20 years i.e 2035. The authors calculate that the 'Gini' coefficient of global inequality fell from 69 in 2003 to 65 in 2013. They expect that global inequality will continue to fall in years to come due to rapid economic growth in emerging economies. Thus, no doubt, high rates of economic growth are essential for emerging economies in order to transition to developed economies and for substantial poverty reduction. However, indiscriminately concentrating on fast 'pace' of economic growth and neglecting other aspects like environmental damage, quality of life, availability of employment opportunities will not help in sustaining the 'pace' for time long enough required for emerging economies to transition to developed economies in true sense of the term.

I. CONCEPT OF INCLUSIVE AND SUSTAINED GROWTH

'Pace' and 'quality' or 'pattern' of growth are equally essential for it to be sustainable for long enough periods so that it can lead to significant poverty reduction and more equitable distribution of incomes. The concept of 'Inclusiveness' is focussed on providing equal opportunity in terms of employment, access to markets and resources, provision of unbiased regulatory environment for businesses and individuals and freedom of choice to spend the incomes earned. It is different from 'pro- poor' growth which only concentrates on welfare and income redistribution for increasing incomes of the poor. (Growth Report: Strategies for Sustained and Inclusive Development, 2008)

II. INCLUSIVE GROWTH AND FINANCIAL INCLUSION

It is an accepted fact that well developed; integrated financial markets are sine qua non for fast paced economic growth. However, a well-developed financial system need not necessarily be an inclusive one. Mandira Sharma opines that an inclusive financial system can ensure efficient allocation of productive resources, ensure efficiency and welfare by providing avenues for safe and secure saving practices. (Sharma, 2010) An inclusive financial system has now become an important objective for financial regulators, banking industry and government in most of the countries. Without inclusive financial markets, the economic growth cannot be inclusive and sustainable in the emerging economies.

III. FINANCIAL INCLUSION – ROLE OF RESERVE BANK OF INDIA

Reserve Bank of India, being the apex monetary authority in India has made 'financial inclusion' as its major thrust area in recent years. RBI, on the instruction of the government of India, in the year 2005 came up with a policy called 'financial inclusion policy'. However, its initiatives on financial inclusion date back to sixties and some of those initiatives are still a part of the policy structured in 2005, viz:

- Focus on increasing credit to the neglected economy and weaker sections of society.
- Development of the rural banking ecosystem including RRBs, rural and semi urban branches.
- Branch licensing policy to focus on expansion of commercial bank branches in rural areas.
- Establishment of National Bank for Agriculture and Rural Development (NABARD) to provide refinance to banks providing credit to agriculture.
- 100 percent financial inclusion drive launched.
- Restrictions on ATMs deployment removed.

It's when these initiatives couldn't leave a deep impact that the term 'Financial Inclusion' was introduced for the first time in RBI's Annual Policy Statement for 2005-06 and a policy namely "Financial Inclusion Policy" was framed presented by

Y.VenuGopal Reddy, Governor, RBI. The Reserve Bank had also set up the 'Khan Commission' in 2004 to look into financial inclusion and the recommendations of the Commission were incorporated into the midterm review of the policy(2005-06).

Access, availability and usage of financial services are three aspects of an inclusive financial system. In pursuance of the ultimate objective of inclusive and sustainable growth through financial inclusion, the RBI's policy focus is to meet people's saving, credit and remittances need in all urban as well as rural centres.(Chakarbarty, 2010)In order to encourage penetration of banking services, RBI has been encouraging banks to allow opening of 'no-frills' bank account with nil or minimal balance. There has been introduction of 'GCC' (General purpose credit card) for in many banks' rural and semi-urban branches. Bank's have also been advised to implement EBT (Electronic benefit transfer) to transfer social benefits electronically, reducing dependence on cash and lowering transaction costs. (Chakrabarty, 2011)RBI has also launched several programmes individually to encourage financial literacy such as National Strategy for Financial Inclusion (NSFE) under the aegis of Financial Stability &Development Council (FSDC). The banking systems have started to adopt the business correspondent mechanism to facilitate banking services in those areas where banks are unable to open brick and mortar branches for cost considerations. Armed with suitable technology, the business correspondents help in taking the banks to the doorstep of rural household.

V WAY FORWARD AND CONCLUDING REMARKS

To sum up, financial inclusion is the road that India needs to take toward becoming a global player. Financial access will attract global market players to our country and that will result in increasing employment and business opportunities. This is an important pre-requisite to achieve Inclusive growth which also acts as a source of empowerment, thus, allowing people to participate more effectively in the economic and social process. The way forward to the process of inclusive sustainable growth is through financial inclusion. The two aspects of financial inclusion that deserve special attention going forward is to increasingly move towards branchless banking by use of innovative technology and increasing awareness along with financial literacy to enable people to really use the banking services. It's important to provide such delivery of financial products to people in far flung areas that they can use these services at their convenient time and without any paper work. The new initiatives being taken by RBI and government along with traditional ways are sure to lead India towards becoming financially inclusive and marching ahead on the path of inclusive and sustainable growth.

Reference available upon request

A Strategic Analysis of Customer Relationship Management Practices Adopted by Small and Medium Enterprises in India

Submission ID: 1045

Submission track: Entrepreneurship, Social Entrepreneurship

Submission type: Presentation Papers (PP)

Remya S, *NITK, India*

Extended abstract

Abstract In India the Small and Medium Enterprises (SME) are operating in a highly competitive and hostile environment. The real challenge is how to find out new customers and retain them by providing value added products and services. This paper discusses the various Customer Relationship Management (CRM) practices that can be adopted by the SMEs to build, maintain and enhance their relationship with the customers. This study contributes to the existing literature by providing a systematic analysis of the relative importance of each of these CRM practices and identifies which of these practices fits well in the SMEs in the Indian context using Analytic Hierarchical process (AHP) Approach. Key Words : Introduction Small and Medium Scale industries forms the crucial component in a developing economy. SME s operate in an environment totally different from the large organizations ((Murray, 1981; Ritchie & Brindley, 2005; Stokes, 2000). It usually works on limited resources (Carson, McGowan, & Hill, 1995), expertise (Gibb, 1997; Hills, Hultman, & Miles, 2008) , technology (Gibb, 1997; Zhang, Sarker, & McCullough, 2008), finance (Doole, Grimes, & Demack, , 2006; Xu., Rohatgi, & Duan, 2007) and thus exert limited impact on the environment (Kocak & Abimbola, 2009). How to sustain in such a hostile and competitive environment with restricted resources poses real challenge to the SMEs. Researches found that SMEs can draw competitive advantage even in an antagonistic environment through appropriate marketing interventions especially like adopting a flexible and adaptable customer relationship management (Boulding, Staelin, Ehret and Johnston, 2005; Coltman, 2007) .

This paper discusses about the CRM strategies adopted by the SME in India for their effective survival. From the literature survey and through the in-depth interview with Industry Experts , successful CRM practices are identified and their relative importance has been found out using Analytic Hierarchical Process (AHP) Approach (Saaty, 2008). Review of Literature Aw and Batra in their studies found that it is more economical for the SME s to invest on marketing activities than on research and development activities (Aw and Batra, 1998) Wai Sum Siu identified that highly performing SME industries in Taiwan are giving top priority to marketing activities and acquire competitive advantage from their good buyer seller relationship (Wai Sum Siu, Wenchang Fang, & Tingling Lin, 2004). Customer relationship management has been described as one of the best way to build competitive advantage for an SME through closeness to customer. It leads to customer personalization, their satisfaction and ultimately to customer loyalty and retention (Paul Harrigan and Morgan Miles, 2014). Harrigan et al. in 2011 identified that SME perform marketing mainly through intrinsic customer orientation (Paul Harrigan, Elaine Ramsey, & Patrick Ibbotson, 2011). SME s can effectively carry out CRM activities through personal networking (Gilmore, Carson, & Rocks, 2006), face to face interaction (Ritchie & Brindley, 2005), using internet based technology (IBT) (Lawson-Body & O'Keefe, 2006) and using Social media (Chen, Chiang and Storey, 2012). Chinese SMEs use personal contact networks to build new customer relations (Siu, 2001). Harrigan et al. describes IBT as the marketing activities using internet to find out the customers and then build, maintain and improve the relationship with them for a long term basis (Paul Harrigan, Elaine Ramsey, & Patrick Ibbotson, 2011). The social media includes all websites which allows interactions with the customers where the customers can post their reviews, comments, ratings and share photos and videos. Marketers argue that social media like Face book, Linked In, Twitter etc are useful to

found new customers (Hoyer, Chandy, Dorotic, Krafft & Singh, 2010). Customer engagement is the most significant marketing shift that has been brought about by the social media (Doan, Ramakrishnan, & Halevy, 2011). Marketers can use social media to educate, inspire or entertain the customers (Hennig-Thurau, Malhotra, Frieger, Gensler, Lobschat, Rangaswamy, & Skiera, 2010; Krishnamurthy, 2009). Research Objectives The main objectives of the study is 1. To identify the major CRM practices adopted by the SMEs for their effective survival 2. To rank these factors based on their relative importance in the Indian context Research Methodology The research approach adopted for the study is exploratory approach. Here data is collected mainly through in-depth interview with the industry experts and also with successful entrepreneurs. The data procured are analysed using Analytic Hierarchical Process (AHP) Approach. It is a structured tool which helps to find out the best alternative among the various options (Saaty, 2008). This technique has been used by researchers all around the world and found to be one of the best methods to evaluate the alternative options in a complex decision process (Rajkumar Ohdar and Pradip Kumar Ray, 2010).

Results and Discussions In this method, based on the literature and also with the interaction with successful entrepreneurs and industry expert, an option matrix has been drawn initially which consist of four alternatives for our decision problem namely - personal networking, face to face interaction, using internet based technology (IBT) and using Social media.

A '4*4' pair wise comparison matrix 'A' which reveals the relative importance of different options according to the decision maker has been constituted

The average weight of each choice obtained after normalization has been found to be the highest for personal networking and is followed by using Social media, face to face interaction, and finally using internet based technology (IBT). The consistency ratio (CR) for this matrix has been obtained as 0.015. According to Saaty if CR=0.1, the matrix A is considered as consistent.

Since CR value is 0.015 the choice matrix here is consistent and personal networking has been found to be the best CRM practice adopted by the SMEs in India Conclusion The first half of this study identifies the effective customer relation Management practices adopted by SMEs to build, maintain and enhance their relationship with customers. The second half of this study finds out the best amongst these practices which fit well in the SMEs in Indian context. The results from the study suggest that the customer relations can be effectively build and managed through personal networking followed by using social media, face to face interactions and lastly through using Internet Based Technologies.

Reference available upon request

Mobile Health for Inclusive growth among Rural Indian population

Submission ID: 1046

Submission track: Access to Educational Services & Health Services

Submission type: Competitive paper (CP)

Arjun R, *School of Management, NIT Karnataka, India*

Sunil C DSouza, *School of Management, NIT Karnataka, India*

Extended abstract

The purpose of paper is an original research into understanding methods of improving awareness and access of mobile health technologies and related services management on underserved parts of country. Jain, A. K These could lead to dramatic growth and empowerment of poorer sections of country. The study involves exploring the techniques to foster the impact of electronic and mobile health technologies through Health IT markets on inclusive growth approach and health governance aspects. A health based information system with robust service quality would be feasible to develop considering illiteracy, socio-economic factors that curtail most research . It depends on components like Mobile Health and Electronic health records etc. in understanding current IT based Health services being perceived and consumed in heterogeneous public groups among poorer sections of Indian society. s mentioned by Murthy M. R, the mobile based primary health care can promises reduced costs and faster data dissemination in community where less health infrastructural support or health practitioners, internet exists.Short message service is basic functionality supported on voice cellular telephones. This aspect is considered on poorer society sections, from m-health data. This supports views as findings of Pardeshi G. & Kakrani V. The Mobile devices have being decisive in getting the disadvantaged population from rural parts. Most of the health care system such as primary health centre may not possess the facilities like electronic health record or even paper based patient information. Anand, R., & Srivatsa have referred that in such scenarios the role of mobile communication through short messages can drastically enable citizens to get informed about latest health related essential services and information. The service quality of such setup can be also analyzed to decide on the range of effectiveness in approach as being addressed to overcome issue of disadvantaged population getting basic health service needs as discussed by Anand R & Srivatsa. Its seen that such a setting the issues of health data privacy and ethical issues are less likely to arise due to fact that information is collected at more of community level. The Health information system already in such project envisaged by CDAC provides mechanism that ensures that population upto 30,000 only are being catered.Even the national policy matter of health service being accessed across nationwide has to get balanced as discussed by (Mishra S. K.. Mishra, S. K. discusses that inorder to achieve such a national goal, disproportions among more disadvantaged regions in state level can be identified and health services to corresponding sections be boosted which possibly have more mobile penetration than in urban areas.Above lower middle class, more data of the usage levels and patterns of health records can be analyzed. The same is case where smart phone industry now enables electronic health records stored in hospitals to be accessed remotely by the patient. Some of these are being discussed by the article by Adler, R., & Uppal.Digital health is all set to transform the delivery of health services in remote areas of Chhattisgarh, mainly the Naxal-affected region. The Health Department has undertaken many technology-driven steps to improve the healthcare in the State, with launch of eHealth portal in Hindi being the major one. This portal enables public to access all information related to the Department in both Hindi and English. Now, we are thinking

beyond the traditional healthcare delivery system and planning to develop a mobile app using new technologies. We have already started monitoring and registering of pregnant women and children through mobile phones. The Department has also introduced an online application system called 'eMahatari' "" a mother and child tracking system, to monitor the services given to pregnant women and children of the State. This system aims to curb the maternal and infant mortality rate through regular monitoring of pregnant women and infants' health. Besides, GIS mapping of health facilities in Chhattisgarh has also been done to provide details of PHCs, CHCs and district hospitals. We have developed an online software for tracking various activities in the health domain on mobile and email. Also, district hospitals are likely to have online facilities soon wherein reports of all activities would be regularly updated.

Methods are primary data obtained in questionnaires, survey participation through internet and other available health information from selected sample groups. This supports the personal health management paradigm of elated middle class sections and above from the population in country as being noted by Jain, A. K. The service sectors operating in such places could derive much value to business when they are being integrated with already established government institutional health network. The non-confidential data collected from the primary health centers, hospitals can be designed such that questionnaires are provided in hard copy form. Using the 'R' software package and SPSS the empirical data on usage like customer mobile subscriptions to Health tips/information; pregnancy assistance etc. is quantitatively analyzed from representative samples collected. Qualitative analysis of nature of medical data patient shares on health record is critical valued and tested for significance. From outcomes of such research, strategic models intended for corporate as well as businesses forecasted can be hypothesized. Garai, A, in his article shows how the integration of mobile health prospects in health information systems that are government initiatives remains research challenge. A health service delivery model among lower society sections guarantees national goal of healthcare revolution to reach most remote villages utilizing Information Technology potential is realized.

Utilizing Team's Emotional Intelligence: the mediating role of Team Interaction in enhancing Team Performance

Submission ID: 1050

Submission track: Organization behavior

Submission type: Competitive paper (CP)

Santoshi Sengupta, *Assistant Professor Dept. of Humanities and Social Sciences Jaypee Institute of Information Technology Uttar Pradesh India*

Extended abstract

Many researchers assert the importance of emotional intelligence on team performance, without actually hinting at the mechanism underlying this effect. Research has demonstrated many associations among emotional intelligence and team performance however, relative contribution of team interaction in the whole effect of emotional intelligence and team performance is not stringently established. The specific objectives of our research are to extend previous findings

on the benefits of emotional intelligence on team performance; and to delve into the mechanisms and processes underlying this effect by studying the effect of team interaction on team performance. Three main hypotheses were -1) Mean level of emotional intelligence in teams will have a positive effect on team performance such that teams with high emotional intelligence will perform better than teams with low emotional intelligence; 2) Mean level of emotional intelligence in teams will have a positive effect on team interaction such that teams with high emotional intelligence will have smoother and better interaction as compared to teams with low emotional intelligence; and 3) Team interaction mediates the effect of emotional intelligence on team performance. Thus we develop a theoretical model in which the effect of a team's pooled emotional intelligence on its performance is mediated by team interaction. We propose that emotional intelligence leads to enhanced team performance when it gives way to healthy interaction among the team members.

In order to study the hypotheses a laboratory experiment was conducted. 300 undergraduate students (75.8% male; mean age = 18.3, SD = 2.20) of an institute participated in the study. Most of the participants were students of an engineering course (75.8%) and rest, were of psychology (17.3%). In return for their participation, students received partial course credit. These students were randomly assigned to four-person teams. In order to measure team performance in this research, the relationship between emotional intelligence and team task performance variable is considered to gain a more complete view of the influences of emotional skills on performance in teams. The performance task in our research required the team members to perform a given task in a stipulated time. The task was evaluated on the basis of timely completion and accuracy. The final task score was evaluated out of 25. Emotional intelligence of the individuals was studied with the help of a 33-item Emotional Intelligence Scale by Schutte. The scale used to measure team interaction was developed by Lingham (2004) and was empirically tested and validated for details of the psychometrics that include nomological validity and criteria used to establish conversational spaces as a group level construct. The measure consists of 35 items. The students were asked to fill Emotional Intelligence Scale before the groups were formed. They were asked to fill Team Interaction questionnaire after the task was over. And as mentioned above, the performance of the task was considered a measure of team performance. We analyzed the data using analysis of variance to establish the interaction effect of mean level of emotional intelligence in teams on their interaction and their performance i.e. hypothesis 1 and 2. The mediation model proposed in hypothesis 3 i.e. team interaction mediates in the effect of emotional intelligence on team performance was tested using a procedure developed by Preacher, Rucker, and Hayes (2007). Correlations were

calculated for all the three variables and it was found that all of them had significant positive correlations with one another. Supporting the first hypothesis, planned comparisons yielded a positive simple main effect of emotional intelligence on team performance ($F(1, 58) = 17.11, p = 0.000$) with groups high on emotional intelligence performing better ($M = 20.87, SD = 2.82$) than groups low on emotional intelligence ($M = 17.80, SD = 2.91$). Supporting the second hypothesis, planned comparisons yielded a positive simple main effect of emotional intelligence on team interaction ($F(1, 58) = 18.06, p = 0.000$) with groups high on emotional intelligence interacting better ($M = 146.47, SD = 11.59$) than groups low on emotional intelligence ($M = 128.27, SD = 9.36$). Hypothesis 3 was tested with a procedure developed by Preacher et al., (2007). Coefficient estimates for the paths of the model were obtained through regression analyses. In line with the previous results, emotional intelligence significantly predicted team performance ($b = 0.48, SE = 0.74, p = .000$) and team interaction ($b = 0.49, SE = 4.28, p = .000$) which were significantly correlated ($r = .63, p < .001$). Adding team interaction (to emotional intelligence) as a predictor of team performance provided the estimates for the indirect effect of team interaction and direct effect of emotional intelligence on team performance. The significant coefficient for team interaction ($b = 0.64, SE = 0.02, p = 0.000$) as a predictor of team performance in this full model indicates a significant path estimate for the second stage of the indirect effect. Including team interaction in the full model ($R^2 = .40, p < .001$), rendered the direct effect of emotional intelligence statistically insignificant ($b = 0.22, SE = 0.73, p = .058$). The research has important contributions. Firstly, the findings extend the previous literature on team performance by stating that emotional intelligence plays an important role in it. By combining the existing literature on emotional intelligence and team performance, this study further extends the significance of emotional intelligence on team performance. Secondly, our study presents that interaction among team members mediates the positive effects of emotional intelligence on team's enhanced performance. Communication among team members leads to idea generation in groups, which is widely studied. And this study further states that with enhanced communication among team members, which essentially is interaction among them, there is more free flow of ideas, perspectives and information. Although emotional intelligence of the members matters while performing a task, it is the level and quality of interaction among the team members which actually makes the difference and boosts the team performance.

Reference available upon request

Cause Marketing - A marketing strategy for the higher purpose

Submission ID: 1051

Submission track: Marketing Management and consumer behavior

Submission type: Masters & Doctoral Students' Papers (MD)

Sunitha TR, *CUSAT, India*

Extended abstract

EXTENDED ABSTRACT: Cause marketing campaigns are on a rise, several studies, both academic and independent reports, stand testimony to prove this. Traditional paradigm proclaimed that the objective of any business is to make profits, however, hard facts suggest that the old paradigm is not right any more. Corporate realization of the long term benefits of following the shared value approach and a growing awareness among consumers about the role that they can play in addressing social issues have been the major reason for this rise in corporate social value creation.

This paper reviews academic literature and industry practices regarding cause-marketing initiatives, especially in the India context, by profiling the past and present campaigns based on different characteristics and providing a debate on the pros and cons of its ideology, strategies and practices that have been popularized and criticized and an outlook for its future.

INTRODUCTION: Cause marketing is a marketing program that involves the cooperative efforts of a for-profit business and a non-profit organization for mutual benefit. For-profit businesses use cause marketing as a tactic that influences the tenor of marketing communications by focusing on the benefits it provides to the society created through social alliances and consumer action, as opposed to highlighting product attributes or usage benefits which encourages purchase behavior.

Unlike corporate social responsibility which is a dyadic relationship between a for-profit organization and a charitable institute with little or no involvement from consumers, cause marketing is a triadic relationship between the corporate, charitable institute (Cause) and the consumer and hence has the potential to make a difference to all the three stakeholders simultaneously. Because of the role consumers have to play in cause campaigns, its success largely depends on consumer participation. Corporates design social cause campaigns to drive awareness of important issues that affect society at large, allowing audience to get involved and take action and hoping to create an image of goodwill among its customers.

LITERATURE REVIEW: The practice of advocating corporate social responsibility in marketing campaigns falls under the gamut of cause marketing.

It can generate the long-term value needed for a company to survive and achieve competitive advantage (Collins, 1993).

Several academic studies, in the western context, have proven favorable outcomes of cause-marketing campaigns from the consumer point of view (Edmondson & Lafferty 2013, Barone et. Al., 2007, Lafferty and Goldsmith 2005, Till and Nowak, 2000), while several others have addressed consumer skepticism of corporate involvement with social causes (Webb and Mohr (1998), Anuar and Mohamad (2012), Bronn and Vrioni (2001)). It takes tact to not appear exploitative of the cause solely for financial gain (Adkins, 1999). Marketing campaigns can be blended with both economic and non-economic objectives harmoniously to achieve positive social benefits (Drumwright, 1996).

RESEARCH METHODOLOGY Data pertaining to cause marketing initiatives of corporate India was collected through secondary data sources.

RESULTS AND DISCUSSION:The present study constitutes a first attempt in profiling cause-marketing initiatives within the Indian corporate landscape by identifying different campaigns and debating the pros and cons of the approaches adopted in executing them. Cause marketing practices within the Indian corporate landscape were classified based on characteristics like the execution format for customer participation, duration of campaign, implementation strategy and channel of execution.

Customer participation format were categories as monetary and non-monetary types. Monetary formats was identified as losing its prominence as an established approach to fundraising as consumers have increasingly become skeptical of corporate motives when purchase triggered donations are solicited. Several innovative short term/one time campaigns have been executed but only those campaigns that have been integrated into the organizations corporate social responsibility initiatives have lasted beyond its execution period and have become consumer engagement platforms. Based on the strategy used for implementation, two types of campaigns have been identified, active and passive cause-marketing campaigns (Walter and MacDonald, 2011). Active campaigns proactively asks for customer participation but they run the risk of being perceived as exploitative because they intrude on consumer's free will, on the other hand passive campaigns needs to be ground breaking enough to draw consumer attention towards the issue in order to create a good impact. Channels used for cause campaign execution has evolved from collection boxes in neighborhood retail outlets to creatively crafted hashtags activism models. Digital engagement programs will encourage viewership and consumer conversation regarding the social issue but when paired with in-store activities the brand names associated with the social causes will stick on in consumer minds helping to carry forward the mutually beneficial relationship that only this form of marketing programs manifest.

MANAGERIAL IMPLICATIONS FOR PRACTICE:Cause marketing practices are increasingly being embraced by various organizations within the Indian corporate landscape. This study is only a starting point towards understanding the depth of these programs and the benefits and consequences they bring. Traditional marketing practices are effective for brand image and corporate sales objectives, but ineffective for communicating the ideology of societal values and higher purpose. As business organizations move away from the pursuit of profit they are seeking ways in which they can engage partners, employees, consumers and the society at large to earn them a coherent identity. For business managers who care to think of ways that their brands can improve the world in even the smallest ways, this research serves as a guide to different approaches to start with. The findings are interpreted as supporting cause marketing as a rational choice for organizations wanting to integrate business objective with social obligations. The examples profiled in this study shows that brands have achieved more than an increase in the sales, in fact they have all created stronger connection with their customers and their surrounding community. This provides managers with a framework of criteria to choose from in their pursuit towards higher purpose.

Reference available upon request

LEVERAGING THE PERFORMANCE OF SERVICE SECTOR EMPLOYEES THROUGH HUMAN CAPITAL MANAGEMENT PRACTICES AND LEARNING ORIENTATION: AN EMPIRICAL REVELATION

Submission ID: 1052

Submission track: Knowledge Management

Submission type: Presentation Papers (PP)

Neenu Wilson, *Cochin University of Science & Technology, India*
Sebastian Rupert Mampilly, *Cochin University of Science & Technology,*

Extended abstract

Research purpose:

This paper seeks to explore and describe the role of human capital management practices (HCMP) in enhancing learning orientation (LO) and performance of employees (EP) in organisations. Motivation for the study: As the 'war of excellence' escalates, it becomes important to explore the factors that influence employees' performance so that organisations can accomplish their top position in the global market. Hitt, Hoskisson, Harrison and Summers (1994) described that for US firm to attain competitive advantage, they have to focus on the development and retention of human capital with a culture of creativity and life-long learning. Human capital management is an integrated effort to manage and develop human capabilities to achieve significantly high level of performance. Human Capital Management Practices are set of practices that are focused on organisational needs to provide specific competencies.

Managing Human capital in organisations can have positive attitudinal and behavioural effects, and thus it can enhance the performance of employees. Employee work performance is multidimensional and critical for organizational success (Dyne, Jehn, Commings, 2002) and effectiveness (Ohly & Fritz, 2010). Education provides knowledge and develops the skills and abilities to perform various socio-economic tasks. Learning is an important part of education (D'Amato & Herzfeldt, 2008). Slater and Narver (1995) stated that "learning facilitates behavioural change that leads to improved performance". In today's knowledge-based economy, learning is perceived as an important factor to improve the quality of an individual, group, and organization. The concept of learning orientation is broad, subjective and related to many learning aspects. (Rhee, Park & Hyung Lee, 2010) described learning orientation as the adoption of a basic learning process, while Huber (1991) defined learning orientation as the organizational culture and development of new knowledge and information that influence behaviour. Based on the above review of literature, we hypothesize:

Hypothesis 1: HCMP positively influences employee EP Hypothesis 2: HCMP positively influences LO Hypothesis 3: LO positively influences EP Hypothesis 4: LO mediates the relationship between HCMP and EP Research design, approach and method: Data for the sample was collected from 150 employees in three service sector organisations in Central Kerala, South India. Regression analyses were performed to test the hypotheses. Partial least square technique was conducted to test the structural equation models. The results confirm our hypotheses and support the proposed research model.

Main findings:

The results showed that human capital management practices and learning orientation positively influenced employee performance and human capital management practices positively influenced learning orientation. Also it was found that learning orientation partially mediated the relationship between human capital management practices and employee performance. The authors have found

that 'human capital management practices' represents a comprehensive multidimensional construct. It is distinct from other HRM practices and seems capable of enabling organisations to enhance the performance of employees. Also, learning orientation (LO) has an impact on acquiring knowledge and its subsequent application for performing tasks. Practical/managerial implications: Organisations can benefit from human capital management practices because it leverages the most valuable asset - people - to improve business performance and help competitive advantage (Bontis & Fitz-enz, 2002). It can orient the employees more towards learning and thus augment performance of the employees. Also, 'human capital management practices' represents a comprehensive multidimensional construct. It is distinct from other HRM practices and seems capable of enabling organisations to enhance the performance of employees. Also, learning orientation (LO) has an impact on acquiring knowledge and its subsequent application for performing tasks. The pivotal role that human capital management practices plays is obvious. Human resource practitioners and managers must understand that they cannot always enhance performance using tangible means. Traditional strategies, like benefits, incentives and development opportunities, will become ineffective. The intangible phenomenon like learning orientation is also important and often ignored. It is important to recognize that skill development is the most powerful vehicle to uplift disadvantaged groups of society, and keeping that in mind, organisations should adopt education as global focus of the respective corporate citizenship programs. Skill building drives economic empowerment, leading to greater innovation, increased competitiveness and rising standards of living in both mature and emerging markets. This is the area where organisations can directly use their deep experience in human capital management and skill development to make significant and lasting impact on economic well being of individuals. Thus, this entire model can directly and indirectly affect the inclusive growth of the employees and organisation and consequently outlet the profits with purpose. Enfolded of the key thoughts: To restate the central point, human capital management practices which are implemented can lead to the growth of organizations; moreover when there is learning orientation, it can guide to empower the employees. The pattern underlying the new management paradigm: Inclusive Growth and Profits with Purpose is consistently entangled with human capital management practices and the vision envisaged by the present study is to augment inclusive growth and profit through the synergizing power of learning orientation. This is the importance and quintessence of the study.

Reference available upon request

Tata Motors Grihini Social Welfare Society: 'Breaking stereotypes, empowering women'

Submission ID: 1053

Submission track: Skill Development

Submission type: Case Studies & White Papers (CW)

Shubhi Thakuria, *Research Associate at Indian Institute of Management, Ahmedabad, India*

Sanjay Verma, *Professor at Indian Institute of Management, Ahmedabad, India*

Extended abstract

The case-study is a part of knowledge base being developed to study various women skill development initiatives by corporates and their impact on society. Different stakeholders of the project in Tata Motors were interviewed to get the holistic view of the project along with the comprehensive analysis of data provided by the company. Rural India witnessed an enormous scale migration of people from the countryside to the urban areas in the early 1970s. There were both push and pull factors which resulted in this exodus voyage from villages to the cities. The push factor was the problems linked to agriculture in the countryside. The pull factor was the individual aspirations of the people in the rural areas who wanted to elevate their standard of life in the cities. In 1965, Tata Motors Limited (TML) was commissioned at Pimpri in Pune. It attracted the semi-skilled labor force who had done industrial training or other technical pieces of training from Maharashtra and other neighboring states. The men were skilled/semi-skilled and could find suitable employment. Women had the formal education but limited opportunities. Once the husband left for the job, there was essentially no belongingness to the wife's as long as they were at home. Their mobility in every aspect of their lives was particularly restricted, and they were relegated to playing gender stereotype roles. On one hand, Tata Motors being a veteran automobile manufacturing industry had matured set of manufacturing processes. The company required assembled products, eateries, and uniform for its employees. Simultaneously, the women counterparts of the Tata Motors employees needed a platform where they could use their time constructively, learn new skills and become financially independent. Late Ms. Leelatai Moolgaonkar, wife of the former chairperson of TML Mr. Sumant Moolgaonkar figured out the lacuna. She envisioned creating a platform to address this need that led to the foundation of Tata Motors Grihini Welfare Society (henceforth Grihini) in 1973. (Grihini) Tata Motors provided infrastructure, seed capital along with necessary training inputs for Grihini. The wives of senior executives of TML trained the members in bookkeeping, accounting, and vocational skills. TML continues to provide the infrastructure support, support in legal issues and clientele. Tata Motors steadily built upon the capabilities of Grihini by lending its assistance and treated Grihini as favoured vendors by sourcing wiring harnesses, uniforms, food items and condiments for the canteen from them. (TML Community Initiatives) (Grihini Products) Grihini was thus conceptualized as a women-run cooperative enterprise whose core business was based on semi-engineering and domestic skills of women workers. Primarily, the Society supplied the products required to meet the demand of TML. (TML Community Initiatives) Grihini followed a profit sharing philosophy with collective decision making and was registered as a cooperative welfare society. The business strategy of Grihini was based on its alliance with TML. The monthly remuneration with statutory benefits was given to its members. Besides being gainfully employed, the women at Grihini continue to enjoy a work-life balance as they work for only five hours a day. The case study discusses the cooperative model of the enterprise by contextualizing Grihini. Since its inception in 1973, under the stable leadership and support of TML, Grihini underwent a rapid growth without the help of any other external partner. However, the scenario started changing in 2007. The downtrend in the automobile industry of India also affected the business of TML, which consequently affected the business of Grihini. The society recognized the need to minimize its dependency on TML and find the new market outside. (Shrikhande, 2015) The case study put forth the need for Grihini to

become self-independent and discusses the strategy to go about the same. Formerly, the members of Grihini were the direct women relatives of Tata Motors employees. Progressively, the scope expanded to include disadvantaged women in the neighbourhood of TML plant that are recommended by Tata Motors employees. The case study discusses whether Grihini should go on the same lines for recruitment or not. Since its establishment 42 years ago, Grihini has widened its scope from a traditional group to an industrial organization. The activities of Grihini have been amplified over the years. Beginning with a masala unit that mainly produced spices and food items, it has expanded to include an electronic and cable harness unit. Presently, it comprises of four individual societies that are registered as industrial cooperative societies. The four business verticals include food wing, electronic unit, tailoring unit, and cable harness unit. Each cooperative is jointly owned and run by the women. The case discusses the need for further diversification and if that can offer a solution to the struggles faced by the organization. The product delivery mechanisms along with the issues that are necessary to surpass to maximize the efficiency of Grihini are elaborated in the case study. Today, Grihini has more than 850 members with 11 centres in and around Pune. The Society recorded the total revenue of 8.24 crore in FY 2014-2015. (Saroj, 2015) Grihini has provided its members with enormous opportunities. It has made them financially independent. They have gained self-worth and have earned respect for the work they do along with the financial contribution they make in their family. The case study describes in detail the aims, objective, organizational structure, business strategy, the evolution of Grihini, achievements, financial overview, recruitment process along with training and development processed at Grihini. The case study put forth several challenges with which the Grihini is struggling in the present. It also describes the future prospective of Grihini. Grihini is an organization that values each employee and also contributes to making them self-sufficient in that process. In that process, they do not want to build bigger inequalities in the society. The Society wishes to be inclusive and take everybody along. Philosophically and in terms of principles, what Grihini stands needs to be appreciated and emulated by many.

Reference available upon request

EMPLOYEE ENGAGEMENT

Submission ID: 1055

Submission track: Human Strategic management

Submission type: Poster Presentations (PR)

Palak Bhavesh Dhamecha, *Pandit Deendayal Petroleum University, India*
Jai Suresh Bakliya, *Pandit Deendayal Petroleum University,*

Extended abstract

"If you look after your staff, they will look after the customers who in turn will look after your business". Stew Leonard (2009) Recently, employee engagement has commanded significant interest among management practitioners and scholars alike (e.g. Shuck, 2011). Such interest has fuelled a debate about how employee engagement varies from related concepts like organizational commitment (e.g. Swailes, 2002) and organizational identification (e.g. Van Dick, 2001, Edwards, 2005). While employee engagement requires a passionate and strong emotional attachment of the employee with the organisation, researchers has started defining employee engagement in a broader proposition as 'a dynamic, changeable psychological state which links employees to their organisations' (Welch 2011, p. 337; see also Macey & Schneider, 2008). Such a conceptualization of employee engagement presumes that organizational actors' ways of thinking, their values and ideas as well as their perceptions of the organization may affect the level of engagement (see also Eisenberger, Huntington, Hutchison & Sowa, 1986). On the basis of the literature, the study has been conducted to explore the organisational practices capable of affecting employee engagement in hospitality industry of India. A popular branded hotel was chosen as a sample unit. Data were collected, both qualitative and quantitative from respondents.

Attempt through this study has been made to explore the factors both impeding and facilitating employee engagement. It is found that employee engagement level of the organisation (Hotel) is quite low. This means that employees are not emotionally connected with the organisation which may in turn, affect performance of the employees. It is important to note that in hospitality industry individual employee's performance specifically in terms of emotional engagement is critical and therefore a low engagement level may contribute to low organisational performance. While in the hospitality industry where people tend to work for as long as 16 to 18 hours concepts like employee engagement is essential. Because employees get tired of their routine job and in case where job rotation cannot be done, employee engagement acts as a solution.

The study was conducted at Trident Hotel, Udaipur. It was conducted on the sample size of 30 in-house employees from 6 different departments. The various departments were: Accounts and General, Front Office, Food & Beverage Service, Housekeeping, Food & Beverage Production and Engineering. Research instrument used for the study was Questionnaire. Data collection source was primary source. Data was collected from the employees of the organisation on the basis of convenience sampling. Trident Udaipur is one of the busiest hotels in Udaipur. The occupancy rate of the guest over there is nearly 80%. Due the high occupancy rate employees or staff of the hotel used to remain very busy and occupied all the time in their work. The monetary rewards like remuneration and incentives only worked as motivating factor. As a result, they do not have any encouragement for their work nor they are interested for going an extra mile for the organisation.

The study result shows working environment factors including recognition and appreciation, opinions of the employee, counselling, feedback from superiors, treatment of managers and respect from the organisation are capable of increasing employee

engagement level in the hotel. The above study result encouraged us to explore the factors contributed to low employee engagement. It is being found that factors such as recognition and appreciation, feedback from supervisors, opinion of the employees, counselling, unfair and biased treatment from managers has contributed negatively to employee engagement level. Probable reasons for the negative contribution are; more number of employees gave the negative feedback in accordance to the factors stated above of the organisation. It seems that the structure of organisation itself is responsible for the low contribution of employee engagement. The scope of this study is limited to trident hotel situated in the Udaipur. The limitation of the study was that that the results or findings were only based on the responses of respondents of Trident, Udaipur. And so the recommendations were also applicable in Trident, Udaipur and not to all organisations across the country. Through the data collected was further analysed, interpreted and concluded. On the basis of the findings suggestions were provided to the hotel for improvisation.

The strategic recommendations were made on the basis of the findings. Recommendations were in regards to improvising the factors which were affecting engagement level of employees negatively. Recommendations like giving recognition or title of "Best employee of the Month" to employees, providing soft skill training such as to treat all subordinates equally, keeping a suggestion box to gain opinions of employees and considering the same for decision making, one to one counselling for discussing personal growth and improvising the recreational facilities. Many employee engagement researches have taken place before for various reasons at various organisations in different fields. But this study has taken place in a hotel with high occupancy rate which comprises of Indian as well foreign travellers, wherein primary study was done keeping in focus the organisational needs. In conclusion, our research has made important contribution to the current understanding of the process by which employee engagement with an organization is generated. We found factors impeding engagement in a hotel and second, to explore employee engagement facilitation (Palak & Jai, 2015).

Reference available upon request

Adoption of Mobile Internet Technology among Students - A Demographic Study

Submission ID: 1056

Submission track: Technology & Innovations

Submission type: Competitive paper (CP)

Akash Somangali Kannan, *Department of Mechanical Engineering, National Institute of Technology, Tiruchirappalli, India*

Jayanth Jacob, *Department of Management Studies, Anna University, Chennai, India*

Extended abstract

Mobile Internet (MI) technology is being widely used by all sections of the society for internet based activities which includes communication, entertainment, learning, shopping and business across the globe. Internet access in the past was through fixed forms of devices such as personal desk top computers but in the recent years this modality has witnessed a radical transformation due to the advent of hand held mobile devices. Continuous improvement of its features and the ease of carrying these devices has made the mobile web overtake fixed forms of internet. MI has enabled fast access of information which in turn benefits the economy of the nation. Among the various category of MI users, college students size up an appreciable amount of usage for their needs. Therefore with an objective of determining the extent of adoption of MI by the student community, a study was carried out to explore the relationships between demographic factors such as gender, age and type of course with factors such as hours of usage, plan type and facilitating conditions adopting the Unified Theory of Acceptance and Use of Technology (UTAUT).

The UTAUT has been adopted as a robust framework for determining the acceptance of technology and several works have been carried out to validate the concept. Also, conventional methods have been adopted in certain researches to examine the use of mobile services with internet investigating the nature of usage by its consumers. Hence with the review of works on UTAUT and usage of MI services, it was felt that a contemporary method of study specifically in the Indian context could provide us with a greater customer insight in this sector. A structured questionnaire was framed based on the UTAUT and a survey was carried out among the student population using the convenience sampling technique. Around 260 valid and complete responses were collected through an online survey and data analysis was done using SPSS. The basic data received through the survey included the following considerations. 1. Ownership of smart phones 2. Age "" (Minimum age was fixed at 15 as this survey was restricted to college students only) 3. Gender

- Male/Female 4. Pursuing a Professional / Non-Professional degree 5. Total number of hours per day spent on mobile internet - (Less than 4 hours and more than 4 hours) 6. Prepaid or a postpaid scheme 7. A set of statements which helped to study effort expectancy, facilitating conditions and behavioral intention rated on the 7 point Likert's scale 8. Other purposes for which students use mobile internet The objectives to determine the demographic characteristics were tested with set of hypotheses. The results of analysis of a typical output obtained for number of hours of usage of MI based on gender indicated a Chi square value of 4.940 at $p=0.026$. Hence the formulated hypothesis was accepted which meant that there is a significant difference in the usage of mobile internet due to gender. Comparing the actual versus the theoretical count of the number of hours of MI usage by both genders, it was observed that the actual count of men using MI for less than 4 hours is more than the expected theoretical count. However the actual count for ladies who use MI for more than 4 hours is greater than the expected count (theoretical). It means that men use MI for less than 4 hours while women use MI for more than four hours per day. Also a greater percentage of students above 19 years (total count) use MI for more than four hours per day. This may be attributed to projects and preparation for higher education by the students. Professional education has outnumbered non-

professional study in terms of MI usage. Device related survey has clearly indicated that smart phones have greatly aided the usage of MI. The postpaid plan of MI usage has attracted a greater number of users for more than 4 hours. Students who use MI for less than 4 hours have opted for prepaid. The 't' test analysis has indicated that effort expectancy expressed by students above 19 years have been significant compared to the younger group. A similar trend was also observed for facilitating conditions and behavioural intention whereas no difference in the rating of effort expectancy, facilitating conditions and behavioral intention was noted due to the gender of the respondents. Internet technology has been around for almost two decades contributing its existence in all sectors. The advent of MI has brought internet technology much closer to people and almost an integrated part of living today. MI has been widely adopted by the student community and this study presents the role of gender, type of course, age and hours of usage of MI and has identified key attributes of MI usage among students based on the UTAUT. Thus, it helps in providing vital information towards market research in understanding students' needs of MI.

Reference available upon request

THE IMPACT OF INDIAN PHARMACEUTICAL EXPORTS ON INCLUSIVE GROWTH OF SUB-SAHARAN AFRICA

Submission ID: 1058

Submission track: Operations management

Submission type: Poster Presentations (PR)

Ashwin Vijayakumar, *Paramount Logistics, India*

Karthik Subramanian, *Freelance, India*

Extended abstract

1. INTRODUCTION

The number of people living below the US\$1.25 per day Millennium Development Goal benchmark decreased by 165 million between 1990 and 1998. It has further decreased by 454 million between 1999 and 2008. In Africa despite very impressive growth the number of people living below US\$1 per day increased during both the periods. Despite the rapid economic growth, the number of the absolutely poor has doubled in the middle income countries. 70 percent of those living below MDGI live in rapidly growing group of economies. While the multinational companies boast about the exports and investment in underdeveloped nations as step towards eliminating poverty they are actually increasing poverty. As exports lead to unemployment in the under developed nations. The pharmaceutical companies of Africa face stiff competition from the low cost products being delivered to that nation. Only access to health is being attained but the remaining components of inclusive growth which include equal opportunity, employment, and education are not fulfilled in this process. Globalization has made high income earners who possess various forms of rent such as natural resources skills, entrepreneurship and patents to spread these rents over a larger market. At the same time, it has exposed those with low-incomes, without rents usually the underdeveloped economies to intensified competition. The present growth trajectories also leave behind large number of global poor to continue to live in absolute poverty.

2. EQUAL OPPURTUNITIES ARE NOT PROVIDED DUE TO CONCENTRATION OF R&D IN INDIA AND CHINA

In 1970 only 2 percent of the global research and development was located in the developing world. By 2000, more than one fifth of global research and development is located in the developing world with India and China being the major locations for R&D. This has resulted in greater expansion and also visiblity for Indian manufacturers who export their products abroad.

3. IMPACT ON THE ENVIRONMENT PART OF INCLUSIVE GROWTH DUE TO LOW COST PRODUCTS

Products exported to high income consumer and countries are produced following proper standards. As a result of such practises the products which are destined to low income economies are completely devoid of acceptable standards. This has caused a major impact on the environment and poor consumers.

4. PROBLEMS BEING FACED BY AFRICAN PHARMACEUTICAL COMPANIES

There has been a steady rise in the Indian and Chinese manufacturers in the pharmaceutical industry,. A double digit growth rate has been recorded in the previous years. African countries are heavily reliant on imported pharmaceutical products, which are mainly supplied by generic companies in China and India. Small developing countries with limited production capacity have to battle with stiff competition from imported drugs . They face pricing challenges from the imported drugs and also the regulations of the trade can be challenging. Cost disadvantage is also a major problem due to limited volumes, insufficient purchasing power to secure good prices from raw material suppliers and high taxes on imported production inputs. Out of the 46 Sub-Saharan African

countries only 9 countries have no production capacity at all. On the other hand Indian pharmaceutical companies enjoy full tax refund and rebated tax credit for shipment above certain quantum for export of drug. The Indian government established over 21 different National Institutes on Pharmaceutical Education and Research. This has contributed extensively to the competitive advantage of the human resources for the pharmaceutical industry. This has made Indian pharmaceutical companies cost based market leaders in the ECOWAS (Economic Community of West African countries) markets. The local pharmaceutical manufacturing industries in Africa face the threat of extinction, unless they are able to export. High costs of manufacturing in Ghana made their products more expensive than their competitors mainly Indian and Chinese generic manufacturers.

5. HOW THIS ISSUE CAN BE ADDRESSED BY PHARMACEUTICAL FIRMS IN AFRICA

The manufacturing companies can counter the effects of imports from China and India by increasing the intra-regional trade. This helps in making use of the overcapacity that exists in generic product manufacture all over the world. The companies in Ghana have to attain the World Health Organization Pre-Qualification certification. Product manufacturing standards have to be raised to overcome barriers to accessing donor-funded products and to cater to the developed markets.

Reference available upon request

A Study of HRM Practices and It's Impact on Organisational Commitment of Construction Employees in India

Submission ID: 1068

Submission track: Human Strategic management

Submission type: Competitive paper (CP)

Kirti Rajhans, Associate Professor, School of General Management, National Institute of Construction Management & Research, Pune, India.

Extended abstract

Introduction and Objectives: The construction industry is one of the largest global employment sectors and accounts for a significant share of world's Gross Domestic Product (GDP). In India, it is the second largest sector after agriculture. One important feature of this industry is complex, dynamic and risky work environment. The construction projects rely on skilled workers supported by an efficient management framework. At the backdrop of increasing investments and growth in construction projects in India, the construction establishments are facing mammoth challenges due to huge gap between supply and demand of talented professionals. In such situations, an employee's commitment towards the organisation is highly essential for efficient performance. The present study aims to analyse the perceptions of prevalent human resource management practices, such as recruitment and selection, performance management, career management, training and development, workforce diversity management, management policies and grievance handling and its impact or relationship with the commitment of construction employees in India. The construction sector in India is growing rapidly in recent years. It is the second largest economic activity in India after agriculture and the sector has rapidly accelerated in the last five years, having generated 31.46 million jobs (2008-2009) with a potential to add another 2.5 million jobs in the coming years (Doloi, Iyer and Rentala, 2012).

The construction sector has grown at a Compounded Annual Growth Rate (CAGR) of about 11.1% due to massive infrastructure investment and rapid rise in housing demand. As pointed out by Loosmore et.al (2003), for any successful business, the ability to attract, retain and develop talented employees is a key requirement and this is especially a very crucial element of success in relatively low-tech, labour-intensive industry like construction.

Proper human resource management has the potential to eliminate more construction risks than any other management approach (Loosemore, 2000). But the studies like those of Green and May (2003) or McGrath C. and Rosewarne (2009) state that the highly cyclical nature of the demand for construction projects has made the construction organisations maintain flexible labour force which can expand and contract to meet peaks and troughs in demand which is a key concern for HRM in construction as most firms recruit for troughs rather than peaks. In India, the fast growth of the industry and the increasingly complex nature of the construction projects have triggered the need for better human resource management practices as it still is a highly neglected area. Doloi, Iyer and Rentala, (2012) in their study highlight the fact that some of the major factors related to delay in Indian construction projects are attributable to human factors

like lack of commitment, lack of communication, improper human resource planning and co-ordination, inconsistent performance and lack of talented manpower etc. The biggest challenge or the most potential risk for large firms who have to invest heavily in the human capital resources is the fear of losing their valued employees to competitive firms (Gellatly, et.al, 2009).

Organizational Commitment, as stated by Van Maanen (cited in Savaneviciene & Stankeviciute, 2011) is perceived to be important for an organization as it is positively and significantly associated with improved performance. To reap the benefits of their investment on human

capital, organizations should ensure the employees' commitment to them as it ultimately affects the growth of the organizations. Positive HRM practices are the tool to enhance the organizational commitment. Yet as asserted by Gardner et.al. (2001), there is a need for reliable and valid assessment of practices to accurately assess the relationship between perceptions of HRM practices and actual performance. Not many research works seem to focus on this particular aspect and more specifically, we don't find any such study focusing on the correlation of HRM and organizational commitment in construction companies in India. The present paper attempts to fill this gap in literature and tries to explore the impact of HRM practices on organization commitment through a study of construction employees in India. Research Methodology: The main objective of the study is to examine the perceptions of HRM practices prevalent in the Indian construction sector and its relationship with the organizational commitment.

To achieve this objective, a survey questionnaire was developed in which, an organizational commitment model developed by Rusbult and Farrell (1983) was used. In this model, the commitment level was defined in terms of connotative, affective and cognitive properties. Some self structured questions were also included to understand the HRM practices in construction organizations. The study tries to test the following main hypothesis: 'There is a significant relationship between organizational commitment and employees' perceptions of HRM practices in construction organizations'. It intends to view this relationship in organizational perspective related to construction sector and focuses on the following important HR practices as main determinants of the study: recruitment and selection, performance management, career management, training and development, workforce diversity management, management policies and grievance handling and measure its statistical relationship with organizational commitment. For this, Pearson Correlation test and T-test were conducted through SPSS.

The data was collected from 102 respondents working in construction companies in India through a combination of standardised and self-structured questionnaire survey. The respondents were a judicious mix of lower, middle and higher level employees from four prominent construction companies in India. Results: The results of this study show a highly significant and positive relationship between organisational commitment and employee perceptions of individual human resource management practices prevalent in the construction organisations. Out of the six important determinants of HRM practices studied here, 'Performance Management', 'Training and Development' and 'Management Policies and Grievance Handling' were found to be the most significant factors affecting the employee organisational commitment in construction companies. The results of the survey of employee perceptions of the current HRM practices in the construction companies in India indicate that employees are moderately satisfied and in some cases unsatisfied with the current HRM practices. The results of the study would provide some practical and policy inferences for improvement to construction organisations.

Reference available upon request

Measuring post-purchase customer experience in online retailing: Striking an emotional chord with customer

Submission ID: 1069

Submission track: Marketing Management and consumer behavior

Submission type: Presentation Papers (PP)

Bhawna Anjaly, *Asia Pacific Institute of Management Technology, New Delhi, India*

Amresh Kumar, *Asia Pacific Institute of Management Technology, New Delhi, India*

Extended abstract

The growth trend of Retail is steep and very prominent in the emerging markets. Currently in India overall retail market is at \$600 and it is expected to grow to \$1 trillion by 2020 (BCG, 2015). In this expansion the online retailing is hugely contributing with its growth rate of 30-35% over next five years (BCG, 2015). According to 'Global Retail E-Commerce Index' (2015) by AT Kearney global e-retail sales recorded \$694.8 billion in 2013 will reach to the figure of \$1,506 billion by 2018. This indicates towards massive opportunities. This phenomenal growth of online retailing particularly in emerging countries has attracted attention of everyone. Many players have emerged to reap the benefits. Increasing internet penetration is supporting it tremendously. Currently world over 3.1 billion people have access to internet and this includes around 642 million Chinese, 243 million Indians, 109 million Japanese, 108 million Brazilians, and 84 million Russians, among others (West, 2015). This has helped many online retailers to made it big overnight. But the crucial question is, will it be able to accommodate everyone and sustain for long or just like every market there will be winners and losers and not everybody will survive. The advent of e-retailing has created multiple options for customers. The price benefits of e-retailers have instigated the interest of price sensitive customers. But is it sustainable is the question to be asked. Mushrooming of online portals selling groceries to relationships is creating an identity crisis for everyone. The price leverage is thinning out and the hoards of new entrants are forcing incumbents to review their customer retention strategies, because a dissatisfied customer can move to another brand just by a click. This creates a unique situation for online marketers. They are not only competing with brick-&-mortar sellers but with other online sellers as well. Retailers need to focus on those small things which create huge difference. They will have to create unique customer experience not only for attracting the customer but also after the purchase for inducing repeat purchase. According to Harvard Business Review article, increasing customer retention rates by just 5% can increase profits by 25% to 95% (Charlton, 2015) which is significant for survival. Offline retailers have advantage of trust generated through physical proof and interactive customer experience which combats fatigue of shopping. Online retailers will need something more than just discounts. They will have to create that trust and overcome lack of physical proof by providing reassurance through post purchase experience. This will not only prevent commoditization on online platform but also retain the customers. The added advantage for them is that the customer loyalty for the service provider is higher in the case of online purchase in comparison to offline (Shankar et al, 2002). Though the retailers are making attempts to enhance the customer experience but the lack of clarity about the factors they should focus on, is making their job difficult. The existing literature also doesn't have much to offer on this. Most of the studies are done on 'relative importance of online over offline shopping', 'factors influencing online retail adoption', 'Models related to technical aspects of online shopping', 'Pre-purchase online customer experience' etc. But limited studies have focused on the critical aspect of assuring the customer post the decision of purchase which can be done through working on the elements of post-purchase customer experience.

This paper concentrates on this knowledge gap. It develops a scale for measuring the customer experience. According to Hinkin (1995) scale generation can be done with the use of both

Deductive or Inductive approaches. This study adopts a combined approach for scale creation. For that, firstly items from literature of previously developed scales help the researchers in creating few items of the scale.. However, most of the studies have touched the 'Online Post-purchase customer experience' briefly or as a minuscule part of their research. Thus, in order to cover all the aspects of the concept, in-depth personal interviews of 6 online shopping enthusiasts were conducted. The transcripts were analyzed using content analysis technique (Weber, 1990). This yielded many additional items related to online customer experience which were not present in the original survey giving a list of total 56 items. Then this list was shared with three online marketing experts for further refinement and consolidation. This gave the final list of 40 items which were converted in the form of a questionnaire. This questionnaire of revised items was administered on respondents who had experience of online shopping within last six months. This was sent to 1000 people and 587 responses could be gathered; out of which 539 responses were complete and could be used for analysis. As a first stage, the 539 sample was split into two approximately equally sized sub-samples: Sample 1 (n = 271) and Sample 2 (n = 268). This was achieved by randomly selecting ~50% of the cases using the SPSS filter algorithm. In the second stage, using Sample 1, the underlying structure of the OOPCE instrument was explored through principal components analysis followed by checking the absence of common method bias (CMB) using SPSS. In the third stage, the factor structure revealed in stage 2 was then confirmed on Sample 2 using confirmatory factor analysis via AMOS.

The six dimensions of the scale measured with multiple items, have been tested for reliability and validity using Cronbach's Alpha & Composite Reliability along with Content & Convergent Validity. This study is an extension of the work done on customer experience with a focus on capturing the post-purchase cues for customer retention in online context. The managers can use this scale to measure the post-purchase experience they are providing to their customers. The scale can also be validated on other data sets with different respondents. Further, a comparative study of online post-purchase customer experience of top e-retailers can be conducted using the developed scale.

Reference available upon request

Growing With a Purpose: A Social Entrepreneurial Attempt to Elevate Rickshaw Pullers' Plight

Submission ID: 1070

Submission track: Entrepreneurship, Social Entrepreneurship

Submission type: Case Studies & White Papers (CW)

Bhawna Anjaly, *Asia Pacific Institute of Management, New Delhi, India*

Extended abstract

Cycle rickshaw is a man powered vehicle used for transportation. In Asian countries, it is most sort-after for small distances or last mile travel. But life of rickshaw pullers is a tale of miseries. Most of them are migrants from far-flung villages. They came to cities in the search of jobs and a better life. Lack of awareness and options pushes them into the clutches of exploitation and perennial poverty. In spite of their strenuous efforts, they could hardly make their ends meet. Though several efforts are being made to make their life better (Schwartz, 2012) but there are few studies which document these attempts (Kurosaki, et. al. 2007). There is a need to encourage and document such efforts. This paper makes an attempt to identify lifestyle factors affecting the life of rickshaw pullers. Vis-À-vis, it also documents the work of a social enterprise called 'SammaaN Foundation', which works on improving the quality of life of rickshaw pullers. The paper examines the impact created by this enterprise with respect to lifestyle factors affecting rickshaw pullers. This investigation is exploratory in nature with a focus on the major issues related to lifestyle of rickshaw pullers. It starts with review of literature related lifestyle studies to identify its factors and studies related to rickshaw and rickshaw pullers. Then in-depth interviews conducted with ten rickshaw pullers (not associated with Sammaan) for adding contextual factors to the total list of factors. The next step was to study the Sammaan model to solve the problems of rickshaw pullers.

The method used for this part was case based research. The data collection was done through interviews with the team of Sammaan and rickshaw pullers related with Sammaan. Apart from this Sammaan also provided the data of 200 rickshaw pullers working with them. After analysis, the results from these two parts were compared to examine if this Sammaan has made any difference to the lives of rickshaw pullers associated with them. Literature review and analysis of interviews of rickshaw pullers yielded six factors which affect their lifestyle namely Technical, Economical, Social, Demographical, Working Condition and Health. The changes done by Sammaan Foundation have been tested on these parameters. The results convey that Sammaan is contributing towards the removal of some of the problems that rickshaw pullers were facing. Its efforts have touched the lives of many rickshaw pullers. It has improved not only their income but has also given them a desire to live a better life. The sustainability of this mode of transport has been improved due to Sammaan's efforts. But the word of caution for Sammaan is its own sustainability. While addressing lifestyle affecting factors, Sammaan's endeavors have its own shortcomings. To improve the technical aspect of rickshaw, Sammaan established a rickshaw manufacturing unit. But it is struggling to keep itself afloat because it needs economies of scale to flourish which was not possible right away. Its ambitious research on solar panel rickshaws also require funding as it needs more research to be cost-effective and viable. The funds coming from Government projects are usually delayed and irregular. They require efforts and is time consuming. In the meanwhile it is becoming increasingly important to have second round of funding for expansion. Irfan is not in favor of taking grants and this was making his task of scaling up significantly difficult. He had spoken to half a dozen venture capitalists and angel investors. As a section-25 company Sammaan cannot give a handsome ROI, so they are hesitant. Sammaan's association with Government projects is also tiresome and effort consuming. Though this gives them good funds but the wait for those funds is long. This also involves facing red-tapism at very close quarters. The other option of raising funds could be corporate advertisements. But the response from them till date has not been very encouraging and it is

expected to remain so unless the number of rickshaw pullers increased dramatically which in turn is dependent on more funds to increase the members of rickshaw pullers. Irfan's recent visit to Harvard and contacts made there might help in finding way to scaling up. Till then they will have to go with status quo. The paper presents the dilemma of a social entrepreneur who has to find way to change status-quo in order to scale-up his enterprise. This paper documents an important endeavor which fulfills an academic gap of less documentation of efforts in the domain. It also presents a situation with which start-ups can relate to and get inspired from. Thus, it gives a practitioner's perspective to the problems of growth.

Reference available upon request

Inclusive Growth of Fishermen Community in Kerala Through the Empowerment of Fisherwomen

Submission ID: 1071

Submission track: Entrepreneurship, Social Entrepreneurship

Submission type: Masters & Doctoral Students' Papers (MD)

SUKUMARAN VEENA PRIYA, *M. G University, Kerala, India*

Extended abstract

Fishing has been the main occupation of the people of the coastal belt in India. The fishing sector is a unique source of animal protein to the population, employment and source of income for the rural poor people and source of foreign exchange for the country. In India, Marine fisheries contribute to food security and provide a lot of employment opportunities to our nation. But the social stigma attached to the fishing Community still continuous in Kerala. In fishermen family, the male fishermen are actively involved in fishing activities. But due to the uncertainties prevailing in the fishing sector there is no guarantee about their income. Fishermen communities' population in Kerala is 3.01% of overall state population. Fisherwomen from fishermen community, who try to enter to a job facing various problems. After mechanization the intensification of multi-day fishing, the household responsibility of fisher women has increased to a greater extent... Actually the women fisher folk of the fishing sector is the real force behind the fisher folk to cater the domestic needs. In fisheries sector, fisherwomen are generally engaged in fish processing and marketing for the survival of their family. The geographical focus of the study is Kerala. This study aims to point out the problems and challenges faced by the fisherwomen in Kerala and describe role of entrepreneur education to empower them.

1. Statement of the Problem

Fishermen community in Kerala is a marginalized group in the socio political life of Kerala. Poverty is the synonym for fishery sector. The other society of Kerala is always trying to sideline the fishermen community. John Kurian (1988) observes that, the fishermen always had very low status in our Indian society. The more direct involvement of women are in post-harvest related activities viz. peeling, fish trading, export oriented works, making value - added products, fish curing, etc. The involvement of women in these activities generates additional income to support their families. The responsibility of household management-food, childcare, children's education, family health, sanitation, financial management and the

Responsibility of getting and repaying debts will be mostly on the women's shoulders. Actually the women fisher folk of the fishing sector in the real force behind the fisher folk to cater the domestic needs of their family. Fisher women comprises about half of the overall population of fishermen community, their role in development is very much important. But now it is not significant because of lack of empowerment.

2. Significance of the Study

By the advent of mechanization became the buzzword and out board engines for fishing boats became popular everywhere. As a result a drastic reduction in the need of skilled fishermen. Unemployed and without other skills, these men started indulging in irresponsible activities like drinking liquor, gambling etc, K Sreeranganadhan,(2011).Consequently women were forced to earn an income to satisfy the domestic needs and other unexpected expenses. Traditionally women used to get their fish for sale from the catch brought in by their husbands or relatives. But today the picture is different; they have to travel miles and miles for gathering fish; get up very early in the morning; rushing through one catch center to another and disgracefully depending on the contractor to get their due, By doing the retail sale of fish and fish products from house to house they are earning a small income by which they are looking after, not only the male but also the adult male members. In an already socio and economically backward community, the roles of women fisher folk are significant. Fisherwomen in Kerala particularly involved in fish processing and marketing. However, they have to face various challenges than a normal women entrepreneur. Entrepreneurship education and training gives a good

motivation and encouragement to them, there by women's social and economic role could be considerably enhanced.

3. Objectives and Methodology

This study aims to point out the problems and challenges faced by the fisherwomen in Kerala and describe role of entrepreneur education to empower them. The study is a descriptive one. The data for the study were collected from Secondary sources of information such as journals, Magazines, Newspapers, Fisheries Department, web sites, Newsletters and reports from fisheries and from Government of Kerala.

4. Conclusion

Economic and social uplift of the weaker section of the society is the one of the prime objective of India. The pathetic situation of life of traditional fishermen community in Kerala demands top priority in policy formulation. Fishermen constituting about 3.36 percentage of the total population, they face with exploitation, malnutrition, poverty. But their lack of awareness and low level education are the major obstacles for their development. That is very negatively affecting their socio economic development of fishermen community. Entrepreneurship education provides the knowledge and motivation to encourage entrepreneurial attitude of fisherwomen. The proper education and training definitely motivates them to start the entrepreneurial activities among them. That will leads to the socio economic up lift of them. Because of lack of education they definitely require continuous support and motivation for initial years. The Entrepreneurship among women, no doubt, improves the wealth of the family and nation. The women empowerment among the women fisher folk is the need of the day.

Reference available upon request

The Onset of the NEON tool and its many Benefits and Popularity in Workforce Planning in Ericsson India

Submission ID: 1074

Submission track: Human Strategic management

Submission type: Case Studies & White Papers (CW)

Hilsa Mishra, *Ansal University, Gurgaon, India*

Dr. Puja Chhabra Sharma, *Ansal University, UGC, India*

Dr. Shila P.K. Unni, *Agriculture University Gwalior, India*

Extended abstract

Ericsson Global services India Pvt Ltd (EGI) is one of the largest ICT companies in the world which offers both products and services for IT, as well as for wired & wireless telecommunication networks. Amongst many other departments and functions within Ericsson, the department of Network Engineering plays an important role within the company to build and expand networks, support latest services and also to blend and deal with different technologies. Ericsson, being the world leader has been the driving force behind the expansion and improvement in connectivity worldwide. Around 40 percent of the global mobile interchange happens due to the networks supplied by Ericsson. Apparently more than 1 billion subscribers around the world rely everyday on networks managed by them. They have industry's strongest intellectual property rights portfolio with more than 37000 granted patents. As a company they strongly believe that through mobility the society can be transformed for better.

The company comprises of strong Workforce of 5000 plus knowledge workers including service engineers, solution architects and project managers.

This Case Study focuses on how the complicated phenomenon of planning and managing the humongous Workforce is executed in Ericsson and also investigates the Network Engineering Online Tool which was developed by a small team in the function of Network Engineering (NE) based in DLF Cyber city, Gurgaon, Haryana in order to facilitate first-rate handling of large volume of off shoring business at EGI (NE). Being the largest NE organization which caters to providing managed services, project related services and system integration business lines, it is imperative that it has the sufficient talent pool and skilled workers. And this study explores how the NEON tool enables the same.

The strength of NEON lies in giving reports at a click of a button by facilitating 'dip stick measurement' for various levels of demand forecast for workforce; Be it Competence-Domain wise or Region-wise or Technology or Sub-technology-wise or Vendor wise or Business Line wise for

the company. Today NEON is a way of life within Network Engineering and gradually being accepted by the interfacing organization and support function. The advent and acceptability of NEON also proves that a home grown solution is better in terms of adaptability, cost and interfacing as compared to it's other counterparts which take a lot of time for the implementation and customization.

Tracing back around time one can easily realize the sea change that has been brought by the advent of Information and Communication Technology. Even workforce planning is not untouched by it's magic. Apart from providing infrastructure for almost all the industries, ICT is also transforming the workplaces and evolving the way we work. It also enables the society to stay connected in multifarious ways. It can be seen that new innovations and forms of expressions are finding a greater audience, industries and hierarchies are revolutionized and we are seeing a fundamental change in the way we communicate, socialize and take decisions together.

While the case study concludes that more research is required to come up with better practices in talent management and workforce planning. It weighs the various workforce planning tools and provides managers contemplating the same with extensive resources and valuable information that will help them take the right decision.

Reference available upon request

Financial Inclusion and Democracy

Submission ID: 1076

Submission track: Financial Inclusion: Access to Credit and other Financial Services

Submission type: Masters & Doctoral Students' Papers (MD)

Sakshi Kharbanda, *Academy of International Studies, Jamia Millia Islamia, Delhi, India*

Extended abstract

Democracy and Economic Inequality Democracy is expected to remove the impediments to equalize people's ability to participate socially, economically and politically in an unequally arranged social set up in terms of power and resource allocation, gender, education and occupation etc. Economic class is the main indicator of structural relations in the context of ownership, production and investment. The dependencies developed due to their economic status in the system control the movement of capital and hence say in decision making process. Democracy shall be deepened so that they don't hesitate in being open and different from the majority on the basis of their unequal placement in the social and economic sphere. Policy domination and political inequality leads to economic inequality due to uneven and undemocratic ways of reaching a financial decision. Financial inclusion is about democratizing the economy and pushing to widen the sphere of democracy.[1]

Economic democracy can flourish under capitalism as making people agents of their own economic progress would add value to their own productivity and also to nation's aggregate production for people are more efficient if they have a say in decisions that affect them directly or indirectly. Inclusive democracy is one where democratic process is ubiquitous and involves masses in decisions that affect their lives. Being inclusive does not mean trying to accommodate everyone in the same discourse and common good. Inclusivity in the real sense would mean attending to diverse social and economic problems and finding different means to same ends and sometimes varied means to varied ends. "Where there are structural inequalities of wealth and power, formally democratic structures are likely to reinforce them, because privileged people are able to marginalize the voices and issues of those less privileged. Because these are some of the realities of democracy under conditions of structural inequalities some theorists of deliberative democracy claim that a political process can only be properly democratic if the society in which it takes place is free of domination, especially that produced by economic power." [2] Market driven prices and decisions do not always include everyone in the process as they are not affordable to a large number of people who are at the economically disadvantageous position in the social structure. But there are still ways for markets and governments to work together and produce conducive environment for each other to reach solution which benefit all the stakeholders, government, people and the markets. Financial inclusion, Income inequality and Democracy The paper links democracy to income inequality and income inequality to financial inclusion. Reducing income inequality will have us form an even stronger relationship between democracy and financial inclusion. Paper sheds light on the fact that both democracy and financial inclusion by the very nature of their conception itself are designed to reduce existing income gaps in the economy. Financial inclusion is considered an economic tool that helps people make investment and consumption decisions, and be part of income generating activities and hence lead to inclusive growth. There has been empirical evidence that financial access reduces poverty and also income inequality. Asian Development Bank has taken 37 selected Asian economies and developed a financial inclusion indicator based, a lot, on Honohan's and Sarma's

Indicators. Patrick Honohan (2008) has also proven the same negative correlation between financial inclusion and income inequality. [3] His study was based on 160 economies and proves that financial access significantly reduces income inequality with specific variables. The result does not hold true for some variables. Keeping the poor out by credit rationing to reduce the risk associated with lending without collaterals makes the financial system inaccessible to the poor. (Greenwood & Jovanic, 1990, cited in Beck et al., 2004). Development of the financial sector decreases inequality as it allocates finance more efficiently and hence increases the productivity of the poor. (World Bank 2001; Fallian & Kirk Patrick, 2002) Ahlin and Jiang (2008) observed that micro-finance reduces inequality. According to them Micro-finance can be used as an effective redistribution tool and it is the first study to prove the equalizing effect of Micro-finance by cross country methodology. It has also been found that economic growth also reduces income inequality after the income of a country reaches a particular point. But till that point it increases and after that it starts to reduce (Kuznet's Hypothesis). If inclusion is the fundamental idea behind any democratic policy or law, then economic exclusions can only lead to partial democracies and not to full blown democracies. Democratic inclusion needs to be widened to promote more equality and to break the vicious cycle of economic and political inequality. A good democracy takes into account as many preferences and expressions as possible in the decision making process. Varied preferences compete with each other to satisfy the aspirations of the maximum number of people.

Reference available upon request

Valuation of land for Feasibility Study of Infrastructure Projects

Submission ID: 1078

Submission track: Infrastructure management

Submission type: Masters & Doctoral Students' Papers (MD)

Mahesh Mukund Thakur, *Doctoral scholar at Pacific University, Udaipur, India*

Suchismitaa Sengupta, *Pacific University, Udaipur, India*

Extended abstract

Land is a premium asset, which is a major source of revenue to the Government in the form of sale of land; lease/ground rent, conversion charges and infrastructure development. The road infrastructure projects increase the personal mobility and quality of life. The transportation investment also boosts productivity and the economy. The Literature indicates that there exist various valuation tools & approaches to conduct Feasibility Study for the Infrastructure Projects. The Economic Internal Rate of Return (EIRR) is a widely used Project Performance Indicator for the public infrastructure projects. The Economic Internal Rate of Return (EIRR) is a modified version of the Financial Internal Rate of Return calculation which takes into consideration the broader (non-cash) benefits that accrue to the public infrastructure projects. However, for the purpose of calculation of Economic Internal Rate of Return (EIRR) of Road Infrastructure projects the factor of increased revenue to the State/Municipal Corporation by way of Stamp Duty and transfer of development rights (TDR) is not directly or completely taken into account. This leads to an erroneous EIRR projection. The impact of Infrastructure Projects on land value needs to be correlated to the calculation of Economic Internal Rate of Return (EIRR). The Mumbai Pune Nashik Corridor and the Mumbai Pune Expressway has been selected as case study. As per the "India's Urban Awakening Building Inclusive Cities, Sustaining Economic Growth Report" by McKinsey Global Institute, 2014, the ongoing rapid urbanisation is likely to take India's urban population to around 540 million in the next two decades and the cities with population of a million plus close to 70. These emerging new cities should be capable of accommodating the ever increasing urban population and its needs. The Infrastructure Projects lead to better connectivity between cities and increase the personal mobility and quality of life. The study is an endeavour to evaluate various infrastructure projects and identifying the factors influencing valuation techniques/methodologies based on the identified factors having greater influence on the infrastructure projects. The aim is to examine the performance indicators selected by various researchers and institutions and to find out the optimal and effective method of project performance indicators for an infrastructure project. The target beneficiaries of the research outcome are expected to be the government bodies, policy makers, investors, society at large and strategic planners.

Most of the empirical literature on Feasibility and Evaluation of Infrastructure projects has projected land value appreciation as a social benefit. As per "The Notes on the Economic Evaluation of Transport Projects", published by World Bank, unlike commercial projects, the infrastructure projects are not always designed to be financially sustainable or profit making. For these reasons, a project's financial return may not be an adequate indicator for the desirability of the project for society at large. The Economic Internal Rates of Return calculates the broader (non-cash) benefits that accrue to these projects. Examples of the benefits measured to calculate EIRRs are listed below: For Roads and Bridges: Time savings

Increase in the value of land adjacent to the new road. Cost savings from personal travel and

efficient transportation. New employment due to the transport sector. This research aims at finding the gap and evaluates the feasibility of project by considering the factors which are generally accounted as a social benefit.

Primary Data-

- Ready Reckoner rates over the period from announcement of the project and after completion of the same.

- Increased Stamp duty & Registration Revenue by development of unused land

- Additional Transfer of Development Rights (TDR) and Floor Area Ratio (FAR) / Floor Space Index (FSI) allotted for development of land-

Increased property taxes and other charges such as parking charges etc

Secondary data:- Current practices for Assessing the Performance Indicators of the Infrastructure projects in Indian context.

The key factors which really benefits the Urban Infrastructure Projects are-

- Transfer of Development Rights (TDR) means making available certain amount of additional built up area in lieu of the area relinquished or surrendered by the owner of the land, so that the land owner can use the extra built up area either himself or transfer it to another in need of the extra built up area for an agreed sum of money.
- Floor Space Index (FSI) - FSI is a development tool that indicates the extent of construction permissible on a plot. It is the ratio of built-up area to the total area of the plot.

The impact of Infrastructure Project on Ready Reckoner rates will be correlated with fixed variables such as Floor Space Index, Transfer of Development Rights

and taxes which in turn will have effect on Economic Internal Rate Of Return (EIRR).

A Case Study of Mumbai-Pune-Nashik Corridor

The State Govt of Maharashtra first planned the Mumbai Pune Expressway in the year 1996 and was completed in 2002. The major benefits of the Mumbai Pune Expressway were

- i) Saving in Travel time
- ii) Saving in fuel consumption
- iii) Economic Development through speedy traffic between the financial capital Mumbai and the industrial hubs of Pune and Nashik

The Mumbai Pune Expressway has been a major factor in economic development of Maharashtra. The Mumbai-Pune-Nashik triangle has given a northward yield as this belt contains 72 per cent of factories, provides 77 per cent of industrial employment, control 88 per cent of working capital, and yielded 86 per cent of total state industrial output. Although the project has a high impact on economy of the State, the factors of the land value appreciation and subsequent increase in revenue to state government were not correlated with the Project Feasibility and Performance Indicators. This gap reflects the need to develop more innovative funding models which involve various stakeholders and take into consideration various modes of revenue increase of government namely the stamp duty, property taxes, Transfer of Development Rights (TDR) and Floor Space Index (FSI). By optimising these factors it may be possible to come up with models wherein tolling can be reduced or abolished in case of toll based roads development.

Reference available upon request

Factors influencing applicant willingness to apply for the advertised job opening through Social Media: The mediational role of credibility & satisfaction

Submission ID: 1090

Submission track: Human Strategic management

Submission type: Competitive paper (CP)

Jignesh Jagdishbhai Trivedi, *CPIBA, Gujarat University, Ahmedabad, Gujarat, India*
Ashutosh Muduli, *Pandit Deendayal Petroleum University, India*

Extended abstract

Attracting and retaining the most talented employees is crucial for organizational success and survival. Recruitment has evolved as a major element for organizational effectiveness in this competitive era. Recruitment includes those practices carried out by the organization with the crucial objective of identifying and attracting potential employees and persuading them towards becoming an organizational member (Breaugh & Starke, 2000). Recently, the focus of recruitment research has shifted towards studying the impact of early recruitment activities on organizational attraction. Being more specific towards research on recruitment methods, it's been observed that Social Media, Job Advertisements, Online Recruitment Methods, Employee Referrals, Campus Recruitment etc. are few of most favored methods for attracting potential candidates towards the job and the firm. Research in recruitment has been dominated by recruitment methods through which organizations make initial contact with potential applicants. Over the past five or six years, with the increase in popularity of social media sites such as Facebook, Twitter and LinkedIn, there has been a move toward using such platforms in attracting potential candidates. However, research on effectiveness of social media for the recruitment purpose either at organizational or an individual level is absent. This has prompted the researcher to study the effectiveness of social media as a recruitment method. Further, in recruitment context mediating variables merit more attention than they have received. Rynes and Cable (2003) noticed that frequently mediating variables have been assumed rather than tested. So, it is important for future research to be sensitive to mediating variables (Breaugh, 2008). The current research proposed to test the role of credibility and satisfaction as a mediator in order to strengthen the relationship between social media and recruitment outcomes. The hypothesis has been proposed on the basis of the following arguments. Recruiters' decision to select a particular method depends on both types of outcomes i.e. the expected level of pre-hire outcomes (Number of applications, quality and diversity of applicant pool etc.) and post-hire outcomes (New employees' job satisfaction, their initial performances, labor turnover etc.). Only application of any recruitment method may not be sufficient for desired outcomes as few studies revealed the mediating effects of variables to make the particular method more favorable and result-oriented than the other ones have been utilized by the firm to stimulate maximum new blood (Acarlar & Bilgic, 2013). Further, recruitee's decision to respond to vacancies is influenced by the set information released by the recruiting organization. Applicant's decisions are largely based on the credibility of the information and satisfaction towards the information as provided through the concerned recruitment method.

Social media based recruitment method has been used by organisations to attract applicants by increasing credibility with message contents and characteristics. By having sufficient and reliable information through social media, recruiters can attract a quality candidate in sufficient numbers.

Thus, on the basis of the above arguments, we hypothesize that social media based recruitment can positively relate with recruitment outcomes. Further, we also hypothesize that credibility & satisfaction can mediate between the social media and recruitment outcomes. Sample of 240 HR managers of private and public sector firms of Ahmedabad, Gujarat have been taken in order to test the hypotheses by applying correlation and multi-regression analysis through SPSS. Results

found that social media based recruitment method doesn't have any significant relationship with recruitment outcomes. Further, results also found that credibility & satisfaction act as a mediator between social media recruitment outcomes. Study reveals that credibility & satisfaction of the information provided can attract candidates toward the firm for the purpose of employment. Consistent with previous research, the study result proved that effectiveness of recruitment methods depends on the capability of the concerned recruitment method (i.e. social media) to provide credible information and satisfying the applicants through the related information (Van Hoya, 2009). The result of the study shows that as the information becomes more credible, the attraction to the organization also increases, which in turn results in more applicants applying for the job. Therefore, organizations that aim to have a large and quality applicant pool should give extra information such as compensation, culture and development opportunities. Moreover, this extra information should be specific rather than general. Managers are advised to increase the volume of information through online mediums that reflect the organizational culture (e.g. company history, or philosophy) and job pre views (e.g. job requirement and responsibilities). They should provide information that is supportive to the organizational cultural values. This requires them to carefully explore the values of the organization and check whether they actually represent the values that truly exist within the organization. Study has certain limitations such as the results would be considered as a part of diversity but they could not be applicable to the entire population of India just because data has been collected from one state only. Study focuses only on one method so further progress can be made by taking more methods and make the comparative analysis to get the better concrete results.

Reference available upon request