

**CONTRIBUTED
PAPERS**

MC1, 3/24/2014, 1:30-2:50

Session: Corporate Governance

Session Chair: Reena Mehta

4117 Corporate Social Responsibility (CSR) at Hindustan Uniliver Ltd. – A Case Study

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Abstract: Corporate Social responsibility (CSR) refers to business man's decisions and actions taken for reasons at least partially beyond firm's direct economic or technical interest. CSR is understood from Socio-economic and Socio-human obligations. CSR is the sense of obligation of companies to build certain social criteria and manage business activities by taking strategic decisions. This case study of Hindustan Uniliver Ltd (HUL) measures CSR contribution made by HUL and is based on the analysis of parameters like company history, vision, principles, products, financials, CSR activities, CSR Methodology and Rating Criteria, rating given to HUL and justification thereof.

4144 Perception of Employees Towards Internal CSR

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Corporate Social Responsibility is creating buzz around the world. The main objective of this research is to find out impact of Internal, Environmental and External CSR on employee involvement, Owners involvement and Image enhance of the organization. More than 280 SMEs were surveyed for this research from the industrial state of Maharashtra and Gujarat in India. The finding suggests internal CSR has great impact on employee than the External or the Environment CSR conducted by the company. Employees feel very favorable to organization undertaking internal CSR and feeling of satisfaction leads to increase in their loyalty and productivity.

4145 Corporate Governance Research: A Review of Qualitative Literature

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The focus on corporate governance has increased since the past few decades in most countries around the world especially in the wake of corporate collapses in early 2000s. These corporate collapses have leads to the growing volume of academic and practical research in this area. Although the quantitative literature on corporate governance is diverse and extensive the qualitative research in this area is rather limited. This paper provides a review of prior qualitative research on the corporate governance to guide future research on corporate governance. Qualitative study method allows the researcher to gather rich information in this area.

MC2, 3/24/2014, 1:30-2:50
Session: UAE Issues
Session Chair: Liza Howe-walsh

4189 Advertising Agency Selection in the UAE

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Selecting a new advertising agency is complex and time-consuming for advertisers. While the practitioner literature provides discussion of the challenges and industry concern about current practice, we have scant empirical evidence of what takes place during the pitch process. This study draws on in-depth interviews with senior advertising managers in the United Arab Emirates (UAE) to provide a rare insight into the agency selection process. The findings provide evidence of a structured process of selection and illustrate the main criteria used by advertisers when selecting a new agency. The study extends the limited knowledge of advertising agency selection.

4195 Emirati Women's Career Choices: Tales From Information Technology in the UAE

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There is widespread recognition of the global under-representation of women in Science, Technology, Engineering and Maths (STEM). While several studies have examined the barriers and enablers for women in the West, there has to date been scant evidence of the factors that have enabled career choices for women working in these sectors in the Arab Middle East. This study draws on in-depth interviews with Emirati women working in Information Technology and provides insight into the challenges and enablers they have encountered in their choice to enter a career in STEM.

4259 Job Characteristic Model (JCM): Utility and Impact on Working Professionals in the UAE

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The present study was carried out to see the impact of various dimensions of Job Characteristic Model (JCM) through the Motivating Potential Scores (MPS) on working professionals, residing in UAE. Online survey was done to gather data. A sample of 60 professionals, aged from 20-45 were randomly selected from different organizations in UAE. An online questionnaire was administered to explore their perceptions on job characteristics as per the JCM. Results were analyzed through statistical technique of Factor Analysis using SPSS. The results revealed the impact of increasing age on high MPS, higher MPS of white collared jobs than the blue-collared jobs, owing to high skill variety in white collar jobs. Gender wise, women scored higher on MPS than men. On culture, men of Indian origin showed high motivation as compared to their counterparts from other countries.

4260 A study on use of Social Media as E-Business tool to develop Customer Relationship by Companies in UAE

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Organizations in UAE have started investing sizable amounts of financial and human capital towards the development and implementation of innovative technological solutions for communication with the customers. However, most of these businesses use social media as a promotional tool rather than using it as e-business tool to create social CRM. The pressure on companies to embrace social media is fierce. This research paper studies the factors like trust and loyalty, Information Quality, Consistency of information; feedback mechanism and relationship management which if implemented through social media site can greatly help the organization to implement social CRM effectively and finally help the organizations to retain their customers.

MC3, 3/24/2014, 1:30-2:50
Session: Emotional Intelligence
Session Chair: Sandhya Mehta

4109 Emotional Intelligence (EI) for Managers and Leaders

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Emotional Intelligence (EI) competence for managers and leaders involves more than perceiving and regulating emotions. It extends to generating emotional states to face challenging situations and build strong relationships with workers and clients, and goes beyond these to understanding the processes of emotional change inside the company or institution. This presentation raises awareness about the importance and role of EI in effective management and leadership.

4122 Emotion Recognition for Spoken Words

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This paper analyzes on emotion recognition from speech signals by exploring feature extraction techniques and classifier to classify speech utterances according to their emotional contains. A different type of speech feature vectors contains different emotions due to their corresponding natures. In this we have categorized the emotions as namely Anger Happy Sad Fear Neutral and Surprise. Mel Frequency Cepstral Coefficient MFCC feature parameters extracted from speech Signals depend on speaker spoken word as well as emotion. Gaussian mixture Models GMM is used to develop Emotion classification model.

4177 Role of Emotional Intelligence in Teaching

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Emotional intelligence can be considered an underlying reason why some teachers are able to establish a better connect with the students. Teachers who use their emotional abilities appropriately would be capable to address the emotional challenges of students successfully. They will manage their own feelings well, recognize and respond effectively to the feelings of students, tolerate frustration better, and be less impulsive and more focused. The present paper will suggest how a teacher can handle the college students by acting as a pillar of strength by not only instructing but constructing the student.

MD1, 3/24/2014, 3:20-4:20
Session: Marketing
Session Chair: Amit Sachan

4128 Developing Optimal Service Design based on Customer Preferences

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Rapid developments in information technology, globalization and changing customer needs/preferences in the last decade have developed the concerns about designing and managing exemplar services. Designing a service is a creative process and it begins with organisations service concept and strategy. The objective of current research is to develop and tests the optimal service design model based on customer preferences. Conjoint experiments were used to identify choice patterns of customers. Nonlinear programming is used to develop the Market share maximising service designs. Nonlinear programming is subjected to different service cost for obtaining market share maximise service design.

4129 Analysing the Use of Animated Characters in Brand Building

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Use of animated character in brand building has been prevalent across the world This research tries to evaluate the effectiveness of such a practise in India Specific advertisements containing animated characters or those built through technological innovations are studied and presented as case studies. Questionnaires have been executed on respondents of different demographics those who have been exposed to such marketing communications to find the brand influence Questions related to brand preference association, loyalty and recommendation etc were included Factor analysis and other statistical techniques such as t test chisquare test etc have been widely used.

4159 Consumers' Perceptions: Gap Analysis on University Website

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With technological advances, many educational institutions are on the threshold of shifting to online promotions to customize marketing. Endowed with sophisticated e-business technologies, the digital revolution has transformed approaches of universities in Abu Dhabi too, who look upon their websites as competitive channels to reach markets. Little has been researched about Abu Dhabi consumers' perceptions on foreign-universities' websites; hence this paper explores the reasons that weaken the competitiveness of foreign institutions in internet marketing. Findings highlight limitations of sample website's adaptability to the culturally divergent segments. Accommodating consumers' expectations, a model website was also developed in this paper.

4249 Improving Effectiveness of Customer Loyalty Programs

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ABC Retail Ltd, an Indian conglomerate offers customer value through value exploration, creation, communication and delivery. Relationship management was expressed in terms of customer lifetime value (CLV), that was encouraged through introduction of loyalty programmes. However, trouble began when in 2009, when they launched a new customer loyalty program that turned out to be unsuccessful, with loyalty sales and ticket-enrollment percentages having dropped. Against this background a study was carried out to analyze the problem. Based on the findings from the data, the researchers have proposed strategies that could help the retail conglomerate revive customer loyalty and dropping sales.

MD2, 3/24/2014, 3:20-4:20
Session: HRM
Session Chair: Tahir Masood

4196 Expatriates: The Problem with Repatriation

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International assignments pose a host of challenges to both the organisation managing the expatriate assignment and the expatriate themselves. In particular the repatriation process has been identified as problematic. One area that has attracted increasing attention is the role of Human Resources (HR) in the repatriation process. HR is able to bring together the knowledge and competencies the expatriate brings back to the home country. While the role of HR is recognised as an important one, there has been limited empirical evidence of what takes place during this stage. This paper extends our empirical knowledge of the repatriation process.

4245 Critical Success Factors for Employee Suggestion Scheme Sustainability

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Employee Suggestion Schemes (ESS) have existed for many years and many articles have been published over the past decades. They have been studied from many perspectives to illustrate its objectives, nature, content, process, significance and the benefits. Arguments have also been made with respect to success and failures of the suggestion schemes. Although, the corporations widely use the suggestion schemes to elicit the creative ideas of their employees, sustaining a suggestion scheme is still a challenge. The purpose of this paper is to extract the variables that influence the suggestion scheme and to discuss the importance of these variables.

4248 Organizational Environment Moderation and Training Benefits Linkage with Employees Inspiration towards Training Programs

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Millions of companies are spending billions of dollars to make employees performance better through training. Majority of manufacturing companies nominate their human resources for training programs after ample training need assessment exercises but somewhere a vital part “training benefits” remains missing. That as fundamental factor forms employees’ motivation towards attending training program with devotion and commitment towards learning tacit and converting it into explicit knowledge. Based on 188 responses analysis revealed that there is significantly positive relationship between training benefits and motivation towards attending training programs in addition to significant moderation of organizational environment.

MD3, 3/24/2014, 3:20-4:20
Session: Optimization
Session Chair: Ram Kumar

4131 A Mixed Production Strategy for a Stock-cutting Problem in the TFT-LCD Industry

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Because of the lack of an efficient mixed production method that can produce various sizes of LCD panels from a glass substrate sheet, TFT-LCD manufacturers have relied on the batch production method. However, batch production is not an efficient or flexible strategy because it increases production costs by using an excessive number of glass substrate sheets and causes wastage costs from unused LCD panels. We propose an efficient genetic algorithm that incorporates a novel placement procedure and a mixed integer programming model. Our computational results demonstrate that the proposed method significantly outperforms the existing approaches.

4155 On Modeling the Step Fixed Charge Transportation Problem

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Step Fixed Charge Transportation Problem SFCTP is a variant of fixed charge transportation problem (FCTP) where the fixed costs follow a staircase cost structure which is very common in the logistics industry. In this work, we propose a mixed integer linear programming (MILP) model for SFCTP. Using extensive computational experiments, we empirically establish its computational complexity vis-a-vis FCTP and investigate the dominant factor that significantly affects the computational time. The proposed model with minor modifications can be generalized and used for other network optimization problems that warrant modeling of staircase cost structures.

4252 A Simulated Annealing Algorithm to Minimise Mean Squared Deviation of job completion times about a common due date on identical parallel processors

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The problem of scheduling jobs on identical parallel processors to minimise Mean Squared Deviation (MSD) of job completion times about a common due date is considered. This problem is important in providing uniform service to the customers. In addition, when due dates are tight, it becomes necessary to process jobs on parallel processors to avoid long delays. MSD minimisation problem in single machine has been widely studied by researchers. Very few studies have been reported considering multiple machines. A Simulated Annealing (SA) algorithm is presented. The algorithm is tested on randomly generated problem instances and the results are encouraging.

ME1, 3/24/2014, 4:30-5:30
Session: Innovation
Session Chair: Ram Kulkarni

4130 Innovative Evaluation Techniques in Engineering Education

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Although engineering educators implement many educational innovations to improve student achievement, few evaluate the impacts of their innovations sufficiently to support confident adoption of their innovations by others. This Paper suggests various innovative methods for evaluation of professionals. It establishes a framework for characterizing evaluation instruments, structuring a database and creating a web interface that supports desired user functionality. Continuous evaluation methods are studied, modeled and analysed and new innovative technique for evaluation of engineering student avoiding human interface and prejudices are proposed and analysed.

4136 Benchmarking India's Innovation Capabilities Using Global Innovation Index

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Global innovation index GII, currently in its sixth edition, is a comprehensive measure used to ascertain a country's innovation capability in terms of input and output sub-index built around five and two pillars respectively with a total of 84 indicators used to capture the different aspects of innovation. This paper utilizes GII to examine India's position under different components of GII and benchmarks with the best in class to reveal the gaps and indicates opportunities for improvement. This helps the decision makers and administrators to make better choices for different commercial technological and business ventures on a global scale.

4157 Innovative Motivational Techniques in Corporate Culture in India

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In globalization era, the employees have the diversified cultural background because of the different countries from which they come. There exists a cross-cultural environment in the corporate world. The industries make a unique combination of monetary, non-monetary and some innovative and motivational techniques to enhance the productivity of employees. This study focuses on the innovative motivational techniques used in corporate cross-cultural environment in globalization period. 1. To study the corporate cross-cultural environment. 2. To suggest suitable monetary and non-monetary innovative motivational techniques. 3. To make analysis of motivational techniques.

ME2, 3/24/2014, 4:30-5:30
Session: Holistic Management
Session Chair: Dilip Belgaonkar

4146 Personal Evolution to Perfection Through Self-management

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The base of all creativity, activity and managerial skills lies in thought processes of individual. In order to promote thinking in right directions, the inner awareness, self observation and alertness is required along with simplicity. Self-analysis and introspection is required to drive away unwanted thoughts and providing cleansing of base from which thought arises. The mind is to be directed towards right and pious thoughts that lead to proper actions and good habits. Thus one develops good character. Thus self-driven adaptation of right means helps oneself to evolve towards perfection and bring about improvement in effectiveness of individual.

4158 Holistic and Value Management Pattern: Indian Ethos Management

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Principles of Indian Ethos management are universally applicable. IEM can help to develop holistic management which will assure all around growth in productivity, marketing and profitability. This will help in synchronizing private and public benefits and encourage individuals to lead an enriched quality of life together with worldly achievements. The best form of management has to be comprehensive and value driven which is the objective of IEM. This time-tested approach to management can help to stop the deterioration that has crept into individuals and organization.1. To find out the universal applicability of principles of Indian Ethos Management

4205 Role of Social Networks in Shaping R&D Project Success

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In this paper we look at the effect of three types of social relations formed the work place—technical-advice managerial-advice and expressive ties on the success and failure of innovative projects. To this end we collected both quantitative and qualitative data on six technologically innovative projects at a major R&D Lab in the USA Our findings suggest that in this context technical-advice and managerial advice networks together in combination with two contextual factors do shape the outcomes of projects Contrary to prior findings though friendship network did not seem to have an effect.

ME3, 3/24/2014, 4:30-5:30
Session: Workshop
Session Chair: Shivprakash Agrawal

4262 Practical Methods of Teaching Business

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The pragmatic nature of employment in dynamic business world and the modern business education system in higher education has opened up new vistas of practical teaching methodologies for the teachers in business studies. The usual method of teaching in higher education is lecturing method. But to teach nuts and bolts of dynamic nature of business concepts, the only lecturing method is not sufficient, and the modern students prefer the teachers who are following both lecturing and non lecturing methods of teaching to make them understand the concepts in a clear way. This workshop is an attempt to attempt to through light on some of the practical methods of teaching business studies courses which are widely used in the academic circles of world class business schools, it emphasize on the techniques to be adopted in the class room to use case study, role play , simulations, business games, research based individual/group projects, Peer tutoring, learning in communities (Team learning), internships, class room group discussions and brainstorming, etc.. this workshop also focus on art of problem based teaching and student motivation.

TA1, 3/25/2014, 10:00 -11:00
Session: Knowledge Management
Session Chair: Sanjay Kumar Singh

4147 Communities of Practice, Workplace Spirituality, and Knowledge Sharing: The Mind and The Soul

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This conceptual paper is to explore the influence of workplace spirituality on organizational learning process, focussing on the Communities of Practice as an important knowledge contributor. Their characteristic of willingly sharing their implicit knowledge for the benefits of the organization is seen to fit the concept of workplace spirituality, deliberating the characteristic of the group as contributor to organizational learning. It is to explore to what extent the workplace spirituality, can boost the behaviour of knowledge sharing and seeking of the group, leveraging the Insight inertia of learning hiccups, addressing the zone of inertia within the organizational learning process.

4148 Effect of Knowledge Sharing Behaviour in Influencing Knowledge-based Economy

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There is an increasing recognition for the need of skilled workforce in supporting knowledge-based economy as the engine of growth for ensuring innovative organizations. With the advent of the economy knowledge age, knowledge is a fundamental means of wealth creation and prosperity and one of the most important driving forces for business success. This article aims to provide an overview by critically reviewing past literature published to date on knowledge sharing in highly competitive environments or those in which knowledge has high commercial value due to the dilemma resulting from contradictory incentives.

4179 Flipped class room within the context of knowledge management

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The management of knowledge is very important for introducing innovative techniques like flipped classrooms in the learning environment. This paper gives a brief description of flipped classrooms, the knowledge management practices, the classification of knowledge in a flipped classroom environment, the influential factors, the link between these factors and the knowledge management practices. The main aim of this paper is to analyse the flipped classroom within the knowledge management's organizational context. The conclusion highlights the need of emphasizing on knowledge management practices in the learning environments so as to be more efficient in this changing business world.

TA2, 3/25/2014, 10:00 -11:00
Session: Risk Management
Session Chair: Thangamani G.

4115 Innovation FMEA: A Risk Assessment Methodology for Product Innovation and Development Value Chain

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Risk management is the identification, assessment and prioritization of risks followed by coordinated and economical application of resources to minimize, monitor and control the probability and/or impact of unfortunate events or to maximize the realization of opportunities. Risk management and innovations are not opposed. The core competency of the most effective and successful innovator is risk management as per Clark G Gilbert and Matthew J Eyring. For these innovators the ability to identify prioritize and systematically eliminate risks is what drives innovation forward. This paper aims to present a risk assessment methodology called Innovation FMEA for product innovation value chain.

4121 Stochastic Non-utility Certainty Equivalents of Decision Making Under Risk

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A stochastic non-utility certainty equivalent approach is proposed to model the distortion in decision making under risk. Investors do not usually treat gamble probabilities linearly, instead, they overweight/underweight small/large probabilities. To cope with such risk attitudes, the stochastically estimated certainty equivalents of gambles are proposed to follow the beta distribution. Our model conforms to the fourfold risk attitudes where individuals who are risk seeking/averse over unlikely gains are risk seeking/averse over likely losses. To validate the model prediction power, literature datasets were tested. Our model could predict the certainty equivalents with significant correlation between the observed and modeled data.

4140 Review of Enterprise Risk Management (ERM) Literature

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After series of natural and man-made catastrophic events in the start of 21st century such as the earthquake in Japan, recent crisis in the Eurozone, trend is seen in enterprises around the globe to consolidate its risk management policies in what we term as ERM. Since then, ERM has been the subject of interest among business practitioners and academics. In general, the current article aims to critically review the existing literature on ERM published to date. Specifically, the authors wish to provide an overview of the themes in existing ERM literature as well to offer direction for future research.

TA3, 3/25/2014, 10:00 -11:00
Session: Operations
Session Chair: Kenneth Martin

4135 Recommendation System for Highly Sparse Datasets: A Hybrid Approach

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In this paper we explore the problems encountered by traditional recommendation systems in dealing with a highly sparse dataset. Three existing approaches for recommender systems i.e. collaborative, content-based and demographic are discussed. Collaborative Filtering(CF) recommender systems utilize user-user similarity, content-based recommender systems use item similarity and demographic recommender systems make use of personal attributes' resemblance. We propose a new hybrid approach to overcome problems faced by traditional recommendation algorithms making use of FISM (Factored-Item-Similarity-Model) instead of conventional Pearson Similarity. We compare our proposed system with existing algorithms to show the increased quality of recommendation in highly sparse datasets.

4141 Confronting Data Explosion Through Map Reduce: A Study

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With exponential growth in data, MapReduce, a scalable and fault-tolerant data processing tool is gaining popularity in academia and industry. This parallel data-processing tool analyzes massive amount of data through the use of computing nodes. Though, a ubiquitous choice where massive data-analysis is a requirement, there are multiple arguments related to its efficiency and performance. This study is meant to help understand the technical facets of MapReduce Framework. We discuss the advantages, disadvantages of the framework and also examine the recent schemes suggested to improve efficiency and performance. We conclude by discussing the open issues and challenges.

4175 Output Benchmarking of State Bank of India Using Data Envelopment Analysis

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The purpose of this study is to measure the operating and profitability efficiency of State Bank of India over a decade. Data Envelopment Analysis (DEA) is utilized in assessing the performance of India's leading bank. The study aims at identifying the relatively best performing year and relatively worst performing year and what is the potential improvement for the inefficient branches. The study utilizes the DEA method along with the traditional method of financial ratio analysis to provide a comprehensive and complete picture of organizational performance.

4263 Study on Impacts of Supplier Relationship Management on Green Supply Chain Management Implementation: An institutional theory perspective

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The study investigates these effects using a structured questionnaire which was developed using extant literature and pre-tested to check content validity. The data was collected using a split survey method using a modified version of Dillman's (2007) total design method to improve the quality of response. Overall, we received 187 complete and usable responses for the first part and 174 complete and usable responses for the second part. We performed non-response bias before checking assumptions such as constant variance and normality. We further checked the psychometric properties like reliability and construct validity using confirmatory factor analysis and hierarchical regression analyses for hypotheses testing. This study is unique in terms of scope and its contribution to theory of SCM & OM and practice. The study has tested empirically the research calls of various researchers and extended them to green supply chain networks. Our findings support institutional theory.

TB1, 3/25/2014, 11:30-12:50
Session: Organisational Behaviour
Session Chair: Mamoon Atout

4104 A Portrait of Antecedents of Workaholism- Cross Culture Perspective

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The study has made an attempt to get an understanding whether socio-economic factors, job characteristics, work characteristics and personality characteristics that place the individuals on high/low workaholic tendencies. Discriminant analysis has applied on the 443 employees' responses taken from service sector of units operating in Jammu region (India) and Dubai (UAE). The study indicated that workaholism is more dependent on aspects relating to the individual differences and workplace place characteristics in case of Indian employees. However, in case of UAE employees, the requirements of job apart from personality factor drag the employees towards high workaholic tendencies.

4127 Effects of Fairness Perceptions on Motivation and Performance in Budgeting

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Organizational fairness research has been a widely studied topic for an effective organizational functioning in the workplace. However the issue of which fairness dimensions exerts greater influence on behavioral variables is still unresolved. The objective of this study is to examine the effect of distributive and procedural fairness on motivation and performance in a participative budgeting setting. It contributes to the existing literature by identifying which dimensions should become the focus of researchers when examining the effect of fairness perception in organization.

4257 The influence of Construction Manager Experience in Project accomplishment

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Now a days, construction projects became more complex, where the responsibility of construction manager is to control and plan the project resource in a professional way to handover the project in term of time, cost and quality. The aim of this study is investigate and to analyze the affect of the experience construction manager on project success, it aims to identify the capability skills that the construction manager should have to complete the project. The findings of this study are to help in understanding the factors that influence the project success.

4258 Family involvement and organizational commitment: Family to work spillover

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The balance between work and family domains is constantly deflecting either ways in accordance with the dynamics of socio-demographics. This research study attempts to examine the spillover effect of family involvement (family domain factor) on organizational commitment (work domain). As such direct relationship between family involvement and organizational commitment is difficult to establish but resulting spillover effect caused due to family conflicting with work cannot be ruled out. The data was collected with the help of questionnaire from 314 employed women married with children, at various educational institutes. The findings indicate that family involvement has a positive significant direct relationship with organizational commitment. Work family conflict plays a partial mediating role between family involvement and organizational commitment.

TB2, 3/25/2014, 11:30-12:50
Session: SME and Entrepreneurship
Session Chair: Rajesh Asrani

4133 Enterprise Resource Planning Implementation within Small to Medium Enterprises

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Introducing Enterprise Resource Planning (ERP) systems in Small to Medium Enterprises (SMEs) proves to be a challenge - not only for ERP vendors but also for the SMEs as there little knowledge about effects an ERP implementation has on small enterprises. SMEs operate differently than large companies. They cannot employ same ERP implementation approaches used within large companies. They have to take into account limitations and other influences into consideration when making choice for ERP implementation approach. This article focuses on issues surrounding connection between choice of ERP technology, workforce and cultural influences on ERP implementation in regards to SMEs.

4151 Export Behaviour of Small and Medium Manufacturing Firms

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The purpose of the research is to address the erratic involvement in manufacturing export of SMEs in Gujarat. The research seeks to ascertain exporting and non-exporting SMEs behavior in Gujarat. By applying the proposed integrated theoretical framework, the study intends to make a contribution to the field, using new insights on the exporting and non-exporting behavior of the small businesses in Gujarat. Public policy makers can draw on the outcomes of the study to aid their decisions on which firms need export assistance in order to make a contribution to the overall growth and prosperity of Gujarat.

4152 Family Business Conflicts: Nature, Evolution and Control

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Family businesses are vital contributors of wealth and employment generators in the economy. Conflicts in business can hinder growth or even lead to shut down. This paper promotes a better understanding of how conflicts evolve and affect business as well as family. Case studies are used to illustrate the dynamics of the family, business and individual in conflicting situations. It argues that cultural context is an important aspect in understanding conflicts in family business in India. It also provides an insight into best practices of business and family to resolve and convert conflicts to strengthen business growth and family ties.

4166 Innovativeness in Technology Services: Revisiting Entrepreneurial Orientation

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Studies on innovativeness in the entrepreneurship arena consider innovativeness as one of three dimensions of the entrepreneurial orientation construct (EO), the other two dimensions being proactiveness and risk-taking. Recent research however has suggested a need to disaggregate the EO construct and examine the interrelationships among its three components. Our study treats innovativeness as the dependent variable and investigates the antecedent role of proactiveness and risk-taking propensity on innovativeness in the context of technology-based services. Results show that proactiveness has a curvilinear relationship with innovativeness and that this relationship is moderated by organizational structure formality.

TB3, 3/25/2014, 11:30-12:50
Session: Workshop
Session Chair: Rutilio Martinez

4401 Financial Applications Using Microsoft Excel and MATLAB

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This workshop focuses on financial applications using Excel/VBA and Matlab. The Excel/VBA module will introduce higher level functionality that includes Pivot tables, Dynamic Web Queries and Technical Analysis. We will share our experience with 'Flipped Classroom' and the value of video tutorials. The Matlab module will provide a brief introduction to the platform. This will be followed by a demonstration on how to implement programs in Portfolio Optimization, Option Pricing and Pairs Trading. The goal of this workshop is to expose participants to these computing environments and provide a motivation to use these tools in teaching and research.

TD1, 3/25/2014, 2:15-3:15
Session: Technolgy
Session Chair: Piotr Borowski

4114 Examining the Document Image Binarization Technique for Degraded Document Images

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The paper presents a document image binarization technique that segments the text from poorly degraded document images accurately. The proposed technique is based on the segmentation of text from poorly degraded document images. This paper proposes a novel document image binarization technique that addresses these issues by using accommodative image contrast. The accommodative image contrast is a combination of the local image contrast and the local image gradient that is tolerant to text and background variation caused by different types of document degradations. The proposed method is straightforward, simple, and strong, and requires minimum parameter tuning.

4226 What Drives Behavioral Intention of Mobile Money Adoption? The Case of Ancient S

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This study provides insights into the ancient susu savings operation in Ghana and the behavioral intention or willingness of susu collectors and users to adopt a mobile money (MM) platform as part of their savings practices. Generally, among the susu collectors, we found perceived risk, education level, relative advantage, and the age of the collector to be statistically significant in influencing the behavioral intention of MM adoption. While MM uptake remains significantly low, these findings suggest that the way to increase uptake is to create more awareness, embark on financial literacy programs, and reduce mistrust and perception of risk.

4235 Methodology of CO2 Reduction - New Trends and Impact on Transport Biofuels

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The reduction of the CO2 emissions generated within a technological or combustion process from an industrial unit or an agriculture can be achieved by acting on the process input parameters (raw material quality and quantity, fuel consumptions, type of fuels, carbon content in raw materials or fuels, etc.). The research realized under grant of National Scientific Centre DEC-2011/01/B/HS4/04988 indicates innovative methodology of CO2 reduction calculations. Calculator BIOGRACE allows to determine the actual value of CO2 reduction. Thanks to the new methods it's easier, more accurate and faster to calculate and achieve indicators required by European Union Commission.

TD2, 3/25/2014, 2:15-3:15
Session: Management Education
Session Chair: David Bakuli

4169 Business Challenges of Climate Change: Role of Management Education

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Climate change is an emerging issue but the low level of education and awareness about climate change among developing countries is an impediment in effective implementation of their common but differentiated commitments to the convention on climate change and the protocol processes. The business management schools may play an important role in promoting climate change education and creating awareness amongst the students which is imperative to mitigate the impact of climate change through the informed business making decisions in future.

4172 Comparison of Cell Phone Attachment, ICT Usage, Perceptions of Online Education

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How many of our students are really ready for online education? Universities frequently assume that digital natives are proficient in information and communications technologies. This investigation into cell phone attachment, ICT usage and perceptions of students in India Kenya and USA will answer the above question. Online learning is evolving rapidly as part of the evolution of all information and communications technologies. Endless innovation in education is competing for students' attention as they adapt to this new world. However students are diverse in many ways including their comfort with technology.

4192 Mexicos MBA Programs after 20 Years of Economic Openness

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In 1994, the North American Free Trade Agreement started its implementation. At that time, there were less than 10,000 MBA students in few academically weak programs. Twenty years later, Mexico has a very open, \$1.3 trillion economy where export-of-manufactures lead growth. The MBA programs, however, have made very little progress. The research done for this paper suggests that such lack of progress is due to the persistent dominance of the family firm in the domestic economy and to the composition of the export-of-manufactures sector: cheap labor and foreign firms.

TD3, 3/25/2014, 2:15-3:15
Session: Quality Management
Session Chair: Dinesh Khanduja

4208 Service Quality in Public Services: A Study of the Public Services in Urban Egypt

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study involves both a qualitative and quantitative analysis for the service quality of public services in urban Egypt. This is done through unstructured interviews with researchers in this field. For the qualitative analysis, the SERVQUAL tool was used and Translated to Arabic. A sample size of 200 was targeted. After analysis, the highest gaps were pertaining to the clients' belief that service providers do not have their clients' interest at heart.

4239 APQP: A Strategy for Entrepreneurs to Improve Product Quality

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Business success springs from tangible differentiation in manufacturing sector where success depends on quality promised to customers at an appropriate cost. But between quality promised and quality achieved there is an important gap. In a continuously changing world all companies increasingly seek to accomplish their vital goals by adopting newer strategies. Sustaining on these strategies is how that makes all the difference. These strategies are based on the top quality systems with proven ratings. For entrepreneurs this paper discusses various concurrent phases of Advanced Product Quality Planning in the development of product to sustain in this competitive world.

4244 Role of Six Sigma for Capacity Waste Management in Indian Thermal Power Plants

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This paper involves a case study approach for micro level analysis of different aspects pertaining to the problem of high capacity waste (almost 50%) at RGTPP at Hissar. It is a coal-fired plant and has two units of 600 MW each. The generating capacity of this plant is 28.8 million units per day. A Six Sigma initiative was taken to reduce the capacity waste levels using main five phases of Six Sigma in an integrated manner with the present dynamic environments of power sector.

WA1, 3/26/2014, 10:00 -11:00
Session: Service Management
Session Chair: Beenu Mago

4246 Segmentation of Airline Market in the Gcc Region: Profiling Business Customers

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With recent surge of low-cost carriers LCCs in the Gulf Cooperation Council GCC countries it is important to develop a comparative analysis of the service models used by budget and full service airlines from customers perspectives This research paper represents a preliminary effort at developing profiles of business travelers using LCCs and full-service or network airlines Such an effort is considered timely and strategically significant to generate data that may guide the marketing efforts of airlines using different service models Using survey data from two samples of short haul business travelers one traveling by LCCs and other by network.

4255 Mobile Cloud Computing system design for Continuous Monitoring of Patient in Hospitals

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Sana Anjum Soudagar, Manipal University
Anuradha, Manipal University
Seelam Pooja Reddy, Manipal University

Mobile cloud computing would be one of the best solution for future need in medicine due to shortage of expertise in healthcare professionals around the world. It increases the mobility of expertise doctors and at the same time they can monitor the patient status continuously. The main objective of this system would be the hospitals need not to have the Information Technology Infrastructure within the hospital, and it reduces the IT investment .This case we have considered the hospitals with millions of patient records. The proposed system will have the hardware and the mobile application software to provide continuous communication between cloud server and the smartphone. The entire patient information could be sent to cloud server periodically so that the doctors with different expertise could access through their smart phone, some critical cases the images of the patient could be captured by the different camera which is fixed in the room, so that doctor would have the continuous observation of the patient, and it would enable the doctor to suggest the medicine time to time and avoid the criticality. According to the proposed system the doctor would not have to sit in one place. The advantage of having the mobile cloud computing is the hospital should have only the internet connection through that it will be directly connected to the cloud server, The same system can be used to identify the blood group of the people those who are inside the hospital currently in case of any emergency.

WA2, 3/26/2014, 10:00 -11:00
Session: Finance
Session Chair: Sheela Thiruvadi

4112 Ethiopian Banking Financial Performance

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The Ethiopian commercial banking sector has been at emerging stage in Africa. A study has done on find out the performance of banking sector on this issue in Ethiopia among some selected banks during 2008-2012. Researchers employed ten financial ratios to evaluate performance which were used to measure profitability, efficiency management, liquidity management and solvency and risks management by applying SPSS through T-test. End result, that in terms of profitability, there is no significant difference trend movement among banks and performed almost in the same manner in terms of efficiency during above period.

4204 An Empirical Study of the Value Creation in Japanese Parent Subsidiary Mergers

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In this study, I examined stock market reactions subsequent to mergers and acquisitions announcements in Japan in recent two decades comparing between parent-subsidiary transactions and third party buyouts. I found that the mean of cumulative abnormal returns of the former statistically was bigger than that of the latter. It can be thought that it is not necessary to offer high premiums in the parent-subsidiary M&A transactions for its small probability of appearance of competing bidders. For the reason of this somewhat puzzling outcome, I conclude that parent-subsidiary M&A facilitate integration process and that parent companies care about its reputation.

4210 Real Earnings Management and Audit Committee Chair Gender

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The purpose of this paper is to examine the relationship between the presence of audit committee chair gender and real activities manipulation. This study is based on prior studies by Roychowdhury (2006) and Cohen & Zarowin (2008) to develop proxies for real earnings management. We find using a final sample of 136 manufacturing firms from S&P SmallCap600, and matched sample from Compustat with a December 31, 2010 fiscal year-end that the presence of audit committee female chair constrains real earnings management for firms with abnormal discretionary expenses.

4256 A Study of the Relationship among the Financial Market Integration & Financial crisis in Asian Countries

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Surabhi Tiwari, Barkatullah University

Financial market plays a vital role in regulating the economy of the country. The international integration of financial markets of Asian countries sometimes leads to growth and sometimes leads to failure. On a positive note their integration leads to growth. Globalization can be one of the reasons for their integration, it has connected the world's economy and they have become a huge one single market. Capital markets in many Asian countries have undergone a remarkable transformation over the past two decades. They have moved rapidly from one stage of development to another. In particular, they have moved from an opaque, relationship based system to a much more transparent, impersonal one in which processes are much better defined. Always there are two sides of a coin. Integration of the financial markets has given a lot to the world's economy; every sector including the financial one has seen growth at the highest point. The transition was accelerated by the crisis of 1997, but it was well underway before then. Financial markets play a much more vital role in the new system than in the old, and the use of derivatives has also helped speed up the transition to the new era.

WA3, 3/26/2014, 10:00 -11:00

Session: Stock Market

Session Chair: Anand

4134 An Examination of Time Varying Price Response of Information Content of Analysts' Estimates of Income

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This study examines the time varying price response to income estimates arriving through time Using a sample of 947 quarterly EPS estimates from September 2006 to March 2011 for firms listed in the options segment of National Stock Exchange NSE of India we find that Income estimates arriving through different weeks before announcement of actual results do not have asymmetric price response upon their arrival These results are contrary to arguments presented in prior literature where researchers tried to establish a time varying nature of informational value of income estimates with particular order.

4190 An Analysis of Exchange Traded Funds Performance in Indian Stock Market

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Exchange Traded Funds (ETFs) represent an Index or a basket of securities which can be traded like individual stocks throughout the trading day on a stock exchange unlike traditional mutual funds which are traded on Net Asset Value (NAV) at the end of the day. ETFs have a lower expense ratio and “tracking error” than index mutual funds. ETFs, introduced in 1993 in US came to the Indian Market in 2002. This paper traces the journey of ETFs into India and analyses the performance of the existing ETF classes besides looking into the aspect of “tracking difference” and “tracking error”.

4203 Sarbanes-Oxley and Options Prices

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Some existing research predicts that call prices will rise and that put prices will fall after SOX. At the same time, other studies suggest that call prices will fall while put prices rise in the SOX era. The purpose of this paper is to test those competing predictions.

WB1, 3/26/2014, 11:20-12:20
Session: Higher Education
Session Chair: A. Ravichandran

4118 Human Resource Practices and Its Challenges in Higher Educational Institutions in India

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A Venkat Raman, Faculty of Management Studies, University of Delhi, venkatfms@yahoo.co.in
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An attempt has been made to explore and compare the HR practices prevailing in government and private professional institutions in India. Based on an extensive field work across 80 institutes in 3 provinces of India, findings of the study clearly shows that there are variations between government and private institutions in the HR systems and problems. This paper identified recruitment of academics, physical working conditions, and evaluation of teachers' performance as key issues to be tackled in government institutes and attract and retaining qualified and experienced faculty members, workload pressure, and limited scope for research opportunities in private institutes.

4123 Student Monitoring by Face Recognition System

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In this paper, we propose a method for estimating the attendance precisely using all the results of face recognition obtained by continuous observation. Continuous observation improves the performance for the estimation of the attendance. We constructed the lecture attendance system based on face recognition, and applied the system to classroom lecture. The result shows that continuous observation improved the performance for the estimation of the attendance.

4142 Evolving Educational Institute into a Learning Organisation

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Educational institutes focus on creating an environment and imparting learning hence it is ironical to discuss the concept of learning organization in context of a place of formal learning. Senge's model of learning organization has been widely accepted as a theoretical framework for developing learning organization but there is little evidence for a fully developed learning organization in the educational sector. This conceptual paper shall aim at extending Senge's well-known model to educational context. It shall discuss the various stages of creating a 'learning organization' in an educational institute.

4253 Enterprise Technology Implementation in Higher Education Institutions: Lessons learned and issues to consider

Ahed Abugabah, American University in the Emirates, ahed.abugabah@aue.ae

Higher education institutions are entering the information systems era by adopting and implementing Enterprise Resource Planning systems. The need to evaluate their benefits and impacts on organizations and individuals are increasingly required. Employing information systems in this sector is very critical to its success and its efficient services as information systems are critical factors that affect staff, tasks and quality of services and outcomes. Importantly, with increasing investment in information system applications by these organizations and despite the successes of information systems research, several important issues and obstacles to assessing and evaluating information systems impacts and outcomes remain. This study aims at providing a critical review of the previous research in ERP system in higher education with a special focus on higher education in Australia. This forms the basis of an evaluation of previous research and research needs. As well as helping to identify the payoff of Enterprise Resource Planning in this sector from different perspectives especially from user perspective. The paper has been divided into two parts the first part focuses on Enterprise Resource Planning literature in higher education, while the other part focuses on ERP literature in higher education in Australia.

WB2, 3/26/2014, 11:20-12:20
Session: Strategy
Session Chair: Grzegorz Mazurek

4154 Network Value Creation and Contemporary Marketing - Managerial Perspective

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For the last two decades virtualization processes have been considered as developing phenomena in management and marketing studies particularly within the context of value co-creation. Networks (e.g. Internet) enable organization to establish unique relationships with customers and business partners. Hence the essence of contemporary marketing lies in seeking inter-organizational structures in the areas of planning, preparing and performing of marketing activities. In the presented work, the multifaceted impact of virtualization processes on the management of marketing activities will be analyzed. The challenges of coordination, control and execution of marketing activities will be examined both theoretically and empirically.

4224 Measurement of Threat of Insolvency in Indian Insurance Industry

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This paper identifies the role of industry specific exogenous and endogenous variables explaining solvency of insurers. The study predicts the parameters which may indicate whether or not the existing public insurers along with their private competitors remain financially stable in a highly uncertain and risk business. A method to estimate solvency using the regulatory guidelines is presented in the paper. Returns received from total investible funds, real interest rate, size, and number of insurers has a statistical relationship with solvency. Combined ratio and underwriting ratios were also statistically determinants of solvency.

4234 Functioning of Companies on Regulated and Changeable Market

Piotr Borowski, Warsaw University of Life Sciences, pborowski@autograf.pl

In XXI century the companies all over the world exist in turbulent, unpredictable environment. At energy market we can observe changeable rules inter alia in framework of regulations and directives. The research will answer which strategies are the most suitable and effectiveness for the firms and how CEOs undertake decisions for further development of the companies. How the cross-cultural management affects organization.

4261 Identify Strategies for Reducing Employee Turnover: A Study of Select Organizations in the UAE

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The paper aims at finding out the strategies adopted by organizations to reduce the employee turnover and to effectively manage human capital for competitive edge over the rivals in the UAE business environment. The paper is a quantitative research enquiry wherein the 255 respondents employed with over a dozen of private sector organizations in the UAE were administered questionnaire to register their responses. The findings of the study signifies that the strategies adopted by organizations in UAE are two pronged: Short Term and Long Term strategies. In Short Term, Organization provides monetary benefits to their employees for their performance. In Long Term, employees are more interested in the growth of their organization, because it gives them a sense of job security as when an organization is growing, there are less chances of it cutting down on workforce.

WB3, 3/26/2014, 11:20-12:20

Session: Workshop

Session Chair: Kapil Arora

4162 Case Development and Writing for Global Business Education

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Case studies have been an integral part of business education since its inception. While the usage of cases in business disciplines is common, the development of cases remains limited both in terms of geographical coverage and nature of businesses studied. Thus there is a need for relevant timely cases that reflect the changing realities of global business today. This session is intended to provide a framework for understanding case research and case writing, and covers the essentials of research and preparation of cases. The presentation will include the fundamentals of case research, the process of writing cases and instruction manuals, and taking the case through the publication process. Particular emphasis will be given to global cases and their special characteristics.