Changing Perspectives of Management

Revisiting the Existing and Explore the Novel Ideas

BOOK OF ABSTRACTS



Editors
Prof. Dr. Dev Raj Adhikari
Dr. Dhruba Kumar Gautam

Organized by:

Nepalese Academy Of Management

In Association with:

KFA Business School

International Conference - 2011

Changing Perspective of Management:

Revisit the Existing and Explore the Novel Ideas

March 10-12, 2011

BOOK OF ABSTRACTS

EDITORS

Prof. Dr. Dev Raj Adhikari
Head, Central Department of Management
Tribhuvan University
and
President
Nepalese Academy of Management

Dr. Dhruba Kumar Gautam
Tribhuvan University
Facility of Management
and
Executive Director
Nepalese Academy of Management

Organized by:

Nepal Academy of Management

In Associate with:

KFA Business School

Changing Perspective of Management:

Revisit the Existing and Explore the Novel Ideas

Correspondent:



Nepal Academy of Management

Nepalese Academy of Management – a not for profit, apex body of academicians and practitioners – designed to encourage management research, education, collaboration, and knowledge dissemination that are of relevant to all issues of management practices contextually as well as globally.

For details: www.nam.org.np
P. O. Box: 12719, Kathmandu, Nepal

President: **Prof. Dr. Dev Raj Adhikari**
Nepalese_am@yahoo.com; Devraj@enet.com.np
Cell: 98510 52285

Executive Director: **Dr. Dhruba Kumar Gautam**
Conference_am@yahoo.com; dhrubakumargautam@yahoo.com
Cell: 9841367451/9813304401

Published by: **Buddha Academic Enterprises Pvt. Ltd.**
Anamnagar - 32 (Buddha Academic Building)
G.P.O. Box: 20195, Kathmandu, Nepal
Tel: 00977-1-4269165, 4241247
Fax: 00977-1-4218077
Email: buddha@wlink.com.np

Printed in Nepal.

Conference Theme

Asian society has a variety of practices, beliefs, social roles, norms, expressions, forms of organization and conflicts on various issues like political, legal, economic models, which exhibit various sorts of managing people in organizations. Therefore, even similar strategies are perceived as producing different outcomes because of the influence of several contextual variables: industrial relation system, labor market, strategic human resource management practices, organizational strategies, changing business environment etc. The cultural context of Asia: emphasis on power distance, paternalism, collectivism, and social relations play a prominent role in raising unique style of leadership, attitudes, behavior and distinct organizations. Besides these, a number of significant global developments are taking place that have serious implications for organization and workforce management. The increasing level of FDI, cross- border alliances, business process outsourcing, and growth of multinational in this region have raised the question as how best to manage in this turbulent times.

Western society, powerful nation-states, large multinational organizations, global business leaders, and even free market ideologies are being discredited and blamed for the recent global economic crisis that swiftly spread throughout the world and they question the risks and challenges of globalization. The global economic crisis-2008 challenges management researchers to consider whether our research and knowledge provide contribution to the wellbeing of the society at large in which we live and work. This has not only affected organizational live of the globe but also challenged efforts of globalization that started in the 1980s as whole.

We all can contribute to this task regardless of our specific areas of inquiry since these questions span multi-disciplinary boundaries and reflect the very core of our scholarly mission to inform the field of management in this changing perspective. Firstly, we see necessity to revisit the applicability of our existing theories in the light of the changing perspectives of management, secondly, we need to generate novel theoretical ideas that better reflect the dynamics and provide relevant and timely knowledge. In this context of changing perspective of management, the primary goal of the conference is to provide a unique global platform to the researchers, practitioners, and academic community to facilitate the exchange of leading edge ideas through multi-disciplinary presentation. Therefore, this is solicited to submit conceptual and empirical papers on different topical conference tracks and plenary sessions.

Conference Tracks includes but not limited on

- **Human Resource Management (HRM):** (Strategic HRM/ Strategic International HRM/ Cross- Cultural Management of HR/ Human Resource

Development/ HRM-Performance Linkage/ Talent Management/ Quality of Work Life/ Labour Productivity/ Labour Relations/ Unionism/ Reward and Performance/ Multi Cultural Work Teams/ Different Issues and Perspectives of HRM and their applicability).

- **Organizational Leadership and Change:** (Public Relation Management/ Organizational Change and Development/ Challenges of Organizations/ Organizational and Individual Behaviour/ Logistics management/ Tourism Management/ Leadership/ Changing Business Environments/ Organization and Information Technology/ Corporate Performance/ Group and work Teams/ Virtual Organizations/ Decision Making).
- **Knowledge Management** (Innovation/ Organizational Learning/ Exploration vs. Exploitation/ Knowledge Strategies/ Global and Local Knowledge/ Knowledge Seeking, Search, Access, Creation, Acquisition, Sharing, Exchange, Transfer, and Governance Mechanism/ Knowledge, Productivity and Spillovers).
- **Strategy and Entrepreneurship** (Strategic Management/ Global Strategy/ Role of Alliance/ Competitiveness of Firms/ Joint Ventures/ Social Capital/ Parent- Subsidiary Relationship/ Competitive Advantages/ Combination of Innovation, Proactive, and Risk Bearing Behaviour/ Young and Women Entrepreneurship/ Research and Development/ Family Business).
- **Corporate Social Responsibility** (Business Partnership/ Multi National Company/ Business and Society/ International Business and Management/ Business and Legislations/ Accountability and Transparency/ Foreign Direct Investment/ Corporate Governance).

Theme of the Plenary Session includes on

- Research in Cross Cultural Management.
- Globalization, Regionalization and Localization.
- Asian Practices of Management-Spirituality Dominance.
- Emerging Economies, Economic Crisis and Way Forward.
- Emerging issues of Management Education.

Workshops

The conference also host following workshops. These will be conducted by world renowned researchers and experts in their field.

a) **CEO Forum**: Chris Brewster, Professor of University of Reading UK, will be the chief resource person for the workshop in which Mr. Radhesh Pant, the

CEO of Kumari Bank will be the convener of the session. The main issues in of the forum are but not limited to: Corporate social responsibility, public private partnership, corporate ethics, good governance, integrating national development goals and with corporate goals etc. Seats are limited and only CEOs can register their name to participate in this workshop.

b) **MBA Forum**: The main issues of the forum are but not limited to: Curriculum development for creating global impact of the Nepalese MBA, Issues and problems of globalizing Nepalese MBAs, Faculty training and development for teaching in MBA etc. Seats are limited. Principals, Academic Directors, Faculty members (both Academicians and Professional Contributors) and other responsible officials from business colleges can participate the workshop.

c) **Author Aid Workshop**: Prof. Dr. Barbara Gastel of Texas A & M University, and author Aid @INASP will be the chief resource person for the workshop in which Prof. Dr. Dev Raj Adhikari will be the convener of the session. The main issues of the forum are but not limited to: understanding on how to prepare, analysis, edit and publish research articles in western journals especially in peer viewed academic journals.

d) **Managers Forum**: Prof. Dr. Garry Bruton, President of Asia Academy of Management and Professor of Neeley School of Business at Texas Christian University USA, will be the chief resource person for the workshop in which Mr. Resta Jha, the CEO of Prime Life Insurance and President of KFA Business School will be the convener of the session. The main issues of the forum are but not limited to: Leadership at work, ensuring employment commitment, accountability and responsibility, flexible work system, Knowledge and talent management, Staff motivation and retention, International business, Outsourcing, strategic management etc. Managers can register their name for the participation of workshop.

e) **Nepalese Entrepreneur Forum:** This forum will put light on the different challenges and opportunities faced by Nepalese Entrepreneurs in relation with International Entrepreneurs. This forum will extensively explore about the Global Entrepreneur experiences at present context. It also helps to foster the potentiality of tieing up with International Entrepreneurs.

Preface

The response to the call for abstracts of papers to be presented at the 1st International conference of Nepalese Academy of Management organized in association with KFA Business School of Kathmandu was stupendous. We received 150 abstracts from 300 prospective presenters by the deadline of which 135 papers, all included herein, were accepted for presentation in the conference.

The geographical distribution of the abstracts brought to light the widespread interest in the conference and its theme. We have received abstracts from almost every corner of the world. This volume witnesses contributions of 135 papers by more than 200 researchers and practitioners from 30 countries of the globe.

We thank all the respondents for taking interest in the conference. We would like to express our gratitude to Prof. Dr. Chris Brewster- Henley Business School, University of Reading, and Prof. Dr. Garry Bruton - Neeley School of Business at Texas for accepting our invitation to be key note speakers, Prof. Dr. Barbara Gastel - Community Editor for AuthorAID at INSAP for accepting our invitation to be key resource person and their continue support and encouragement to make conference grand success.

We would like to thanks to our distinguished advisors Prof. Dr. Dharm P. S. Bhawuk, University of Hawaii at Manoa, USA; Prof. Dr. N. Sambasiva Rao, Andhra University, India; Prof. Dr. Katsuhiko Hirasawa, Nihon University, Tokyo, Japan; Prof. Dr. Anil Verma, University of Toronto, Canada; Prof. Dr. Rolf van Dick, UNIVERSITAT Frankfurt, Germany; Prof. Dr. Yutaka Takakubo, Nihon University, Japan; Prof. Dr. Pawan Budhwar, Aston University, UK; Prof. Dr. Lee Lakchun, Dong- A University, Busan, Korea; Prof. Dr. Yu Jin, Hohai University, China; Prof. Dr. Chris Brewster, Henley Business School, University of Reading, UK; Prof. Garry Bruton - Neeley School of Business at Texas; Prof. Dr. Frank M. Go, RSM Erasmus University, The Netherlands; Prof. Dr. Tsuyako Nakamura, Harvard University, Fulbright visiting Professor; Prof. Dr. Fang Lee Cooke, RMIT University, Australia; Prof. Dr. Debi Saini, Management Development Institute (MDI), India; Prof. Dr. R. Satya Raju, Andhra University, India; Prof. Dr. Puskar Bajracharya; Prof. Dr. Prem Raj Pant; Prof. Dr. Govinda Pd. Acharya at Tribhuvan University, Nepal; Prof. Dr. Heike Walte, Prof. Dr. Manfred Auer, Prof. Dr. Stephan Laske, University of Innsbruck, Austria; Prof. Dr. Roy J. Adams, Ariel F. Sallows, University of Sankatchewan, Canada; Prof. Dr. Pravin Sinha, Executive President, National Labour Laws Association, New Delhi, India for helping us circulating the call for papers, across different list-serves and networks. We must thank to all track chairs, co-chairs for circulating call for papers and encouraging their colleagues in their department, school and network to participate in the conference.

The conference secretariat is grateful to all the students, volunteers of KFA business School who bear most of the responsibilities of logistics. A special thanks to the Buddha publishers and Distributors team, headed by Managing Director, Mr. Nabaraj Bajgain for painstakingly and patiently accommodating all last minute demands.

Editors

Contents

Human Resource Management

1. Quality of Work Life: A Study of Academicians (B-School Teachers) and Bank Executives 2
   - **Nina Muncherji**
   - **Sapna Parashar**
2. Quality of Work Life and Labour Standards for Seasonal Migrant Workers in Sugar Industry in India 3
   - **W.N. Salve**
3. Context, Governance, Associational Trust and HRM: Diversity and Commonalities 5
   - **Marc Goergen**
   - **Chris Brewster**
   - **Geoffrey Wood**
4. An Exploratory Research of Services Sector for Establishing Elements Vital to HRD Climate Survey: An Indian Perspective 6
   - **Sajal Kabiraj**
   - **R.C. Walke**
   - **Fahad Kapasi**
5. Cadre Difference and Demographic Factors and its Influence on Ethical Orientation: A Study among Banking Personnel in Kochi (Kerala) 7
   - **Hari Sundar. G. Ram**
   - **Soumya Narayanan**
   - **Anandakuttan. B. Unnithan**
6. Impact of Recruitment and Selection on Organizational Effectiveness 9
   - **Rizwan Saleem**
   - **Azeem Mahmood**
7. Developments in Managing Human Resources in Nepal 10
   - **Dhruba Kumar Gautam**
8. Job Satisfaction versus HR Profile in Large Companies 11
   - **Zoltán Veres**
   - **Nándor Komáromi**
9. Impact of Concierge Services on Employees Work Life Balance 13
   - **G. Khaja Nazeemudin**
10. Evaluating Human Assets in Organizations 15
    - **Cristovão Sá Pimenta**
    - **Teresa Proença**

11. What Do Mentors Learn? 16
- **K. N. Rekha**

12. The New HRM Practices of Indian Universities as a New Path to Academic Development in Asia 18
- **Jayaprakash Jala**

13. Quality of Work Life in Hospital Management 19
- **W. C. Singh**

14. Human Resource Management and its Link with Societal Cultural in Greece: A Cross Country Research Study 21
- **Nancy Papalexandris**
- **Leda Panayotopoulou**

15. Dilemma of Achieving Effective Training Outcomes with the Benefit of Diagnosis: A Case of Selected Hotels in Kenya 22
- **Burugu W. Rose**
- **Kipsat M. J.**
- **Thomas. B. B.**

16. The Role of a Modern HR Director An empirical analysis 24
- **Satwinder Singh**
- **Tamer Khalil Darwish**

17. Top Managements' Perspective of Human Resource Development in Indian Enterprises 25
- **Gopalji**
- **Suman Bhakri**

18. Sweated Labor and Garment Homeworking in the Developed World 27
- **Christina Cregan**

19. Human Resources Management and Organizational Culture in the Processes of Mergers and Acquisition of Companies in Poland – Research Findings 28
- **Hab. Czesław Zajac**

20. Cultural Difference and Innovation: The Moderating Effect of HRM Practices 30
- **Helen Shipton**

21. Effect of HR Strategies on Organisational Commitment and Job Embeddedness in IT Firms in India 31
- **Binoy Joseph**

22. Talent Managements at M/S Pulse Pharmaceuticals Hyderabad 32
- **Raavi Radhika**

23. A Study on Personnel Commitment Factors in Shiraz Chamran Hospitals Iran Shiraz PNU 33
- **Farzaneh Bayat**
- **Ehsan Korhani Shirazi**

Organizational Leadership & Change

24. A Study on the Relationship between Managerial Effectiveness and Conflict Management Styles 36
- **Hari Sundar.G.Ram**
- **Sudharani Ravindran**
- **M. Sathish**

25. Hierarchy Predictor of Job Satisfaction: A Study among General Insurance Employees 38
- **Sudharani Ravindran**
- **Hari Sundar.G**
- **S. Soumya**

26. A Conceptual Paper on Organizational Behaviour and Leadership that Matters 39
- **K C Mishra**

27. Commitment and Compliance: Typological Framework to Increase Organizational Performance 40
- **Dev Raj Adhikari**
- **Dhruba Kumar Gautam**

28. Nonverbal Behavior of Sales Personnel towards Customers during Service Encounter 42
- **K. Sri Gayathridevi**
- **D. Sudharani Ravindran**

29. It's not just about Productivity: (Un) Changing Labour Relations Paradigms and Perspectives in Mauritius 43
- **Anita Ramgutty-Wong**

30. A Quantified Approach to Organizational Performance Measurement in Performance Prism Framework 45
- **Tooraj Karimi**

31. Management Styles: How different is China from the "West"? 46
- **Henrique Schneider**

32. Marketing Information System (MkIS) on the Business Performance in Small and Medium Enterprises (SMEs) of India: Some Review Findings 48
- **Rahul Hakhu**

33. Academia: An Ideal Practicing ground for Process Consultation 49
- **Neha Gupta**

34. Management, Work and Organization 51
- **Faisal Mahmood Ghani**

35. Perceptions of Users Regarding Disclosure Practices in India 52
- **Suprava Sahu**

36. Leadership Development Activities 53
- **Beheshtifar M.**
- **Nekoie Moghadam M.**

37. Analyzing Factors Related to Appraisal of Workforce Reduction Scenario and Coping Strategies and their Relations with Background Factors of Survivors: An Exploratory Study 54
- **Sushmita B Waraich**
- **Gopa Bhardwaj**

38. Performance Management System with Performance Management Controlling Tools in Pakistan 55
- **Muneeb Ali**
- **Muhammad Abbas Choudhary**

39. Trust in Organizations – Study on New Dimensions 56
- **Katarzyna Krot**

40. A Unified Theory of Social Enterprise – A Kaleidoscopic Review 59
- **Amalesh Bhowal**

41. A Study of Total Quality Management and Patient Satisfaction in ISO Certified and Non Certified Health Care Units 60
- **Surekha Rana**
- **Nutan Jha**

42. Factors Determining Non Performing Assets: A Comparative Study on Public and Private Sector Banks in India 61
- **Divya Gupta**
- **S. S. Ahmed**

43. A Case Study on Implication of Change Management Practices at G. Kuppuswamy Naidu Memorial Hospital, Coimbatore 62
- **Vimala Sanjeevkumar**
- **V. Latha**

44. Management Education - Changing Expectations of Corporate – An Indian Scenario 64
- **Shailesh O. Kediya**

45. How to Combine Rapid Optimization with Sustainable Development of Organizations: The Complementary Model to Organizational Development 65
- **Ulrich Königswieser**
- **Adrienne B. Schmidtborn**

46. Socially Relevant Project @ SDMIMD 66
- **Malathi Sriram**
- **Mohamed Minhaj**

47. Leading Change: The Winning Edge for Global Competitiveness 67
- **Poonam Puri**

Knowledge Management

48. A Proposed Quality Management System Model for Nursing Education Institutions 70
- **Cyruz Polero Tuppal**

49. Role of HR and Communication in the Knowledge based Economy 72
- **Dhruba Lal Pandey**

50. Management Information Systems (MIS) in decision making: a Study on Banking Sector of Bangladesh 73
- **Mohammad Mizenur Rahaman**

51. Communities of Practice: An Influencing Factor for Effective Knowledge Transfer in Organizations 74
- **R. Krishnaveni**
- **R. Sujatha**

52. Green Marketing Initiatives of the Indian Corporate: An Empirical Study 75
- **P. Marishkumar**
- **B. Rajnarayanan**

53. Corporate Social Responsibility - Some Reflections Related to Labour Rights 77
- **TOSELLI, Carlos Alberto**
- **ULLA, Alicia Graciela**

54. Utilizing Effective Tools for Identifying Ideas and Potential Framework for Innovation Management 80
- **R . Naveen Kumar**

55. Innovation & Management Change Management Innovations 82
- **Vimala Sanjeevkumar**
- **K.Mansoor Ali Khan**

56. An Analytical Study of Information Contents in Corporate Financial Statements 84
- **Manoj Kumar Jain**
- **Pradeep K. Jain**

57. Generational Preference of Learning in India: A Mixed Methods Investigation 86
- **Afsha Dokadia**
- **Ashish Wadekar**

58. Knowledge Management: A Boon for Information System 88
- **N. Tejmani Singh**

59. Self –knowledge Shaping Strategy as Transforming Trends of Mental Models through East Philosophy: A Case Study in Iran 90
- **Mustafa Jafari**

60. Effect of Pranayama on Hematological Variables of Training College Girls 91
- **Rajendra, Lolage**
- **Narayan, Jadhav**

61. Competitive Advantage of Commercial Banks in Nepal 92
- **Dhundi Raj Bhattarai**

62. Role of Social Capital on Development 93
- **Mohammad Reza Iravani**

63. Managing Knowledge in Banks: An Investigation Based on Observation 94
- **Ranjit Singh**
- **Sonit Dutta**
- **Anurag Singh**

64. Knowledge Appropriation in an MNC: Toward a Bourdieusian Critique 95
- **Ken Kamoche**
- **Selvi Kannan**

65. An Investigation of the Impact of Gender and Class of Passengers on their Awareness of Frequent Flyer Programs 96
- **Mahnoush Kouhpaei**

66. Tools Supporting Innovation - Base on the Case Study of ZPAS Group 98
- **Dagmara Lewicka**

67. Technology, Knowledge and Future Managers: How We Learn and What We know 100
- **Sandra Sutherland Rahman**

68. Employee's Perceived Quality of Work life: a case study of Banks in Silchar city 102
- **H. Ramananda Singh**

69. Ethics in Marketing and Growing Pester Power - A Descriptive Exploration 103
- **Surjit Kumar Kar**
- **Purnima A. Mohanty**

70. Quality Assurance in Nepalese Higher Education: A Case Study of Tribhuvan University 104
- **Shusil Bhakta Mathema**
- **Dinesh Mani Ghimire**

Strategy and Entrepreneurship

71. Social Entrepreneurships – a way to Sustainable Development 106
- **C. Paramasivan**

72. Enhancing Nepal's Tax Revenue Collection through an Innovative Policy Measure 107
- **John Koirala**
- **Ernesto Fuentes Bulayog**

73. Global Branding Strategies 108
- **Sourabh Bhattacharya**

74. Logistics: A Necessary Congruence of SCM & Distribution Management 109
- **Tushar Kumar Chakravorty**

75. Changing Perspective of Corporate Governance Models in India 111
- **Ms. D. Kavitha**
- **R. Nandagopal**

76. Prioritization of Managerial Success Indicators in Indian Context: An Analytical Hierarchy Process Approach 113
- **Koustab Ghosh**

77. Green Marketing: A New Roadmap for Organization Success 114
- **Rajeev Kumar Ranjan**
- **Sunil Barthwal**

78. Structuralist Entrepreneurial Network Perspective and Internationalization in Triadic Relationships: Evidence from Telecommunication Sector 115
- **Reza Zaefarian**
- **Elham Talebi Amiri**

79. Identification of Required Information Sources Growth of SMES in Automobile Industry 117
- **M. Mojtahedi**
- **R. Zaefarian**
- **K. Talebi**

80. Stimulation of Commercialization of Publically Funded Research: Some Examples to Ponder 120
- **Wojciech Nasierowski**

81. Influence of Business Networks on Performance of Small and Medium Enterprises (SMEs): A Case-Study of Tourism Sector in Nepal 121
- **Binod Shrestha**

82. Employer Branding Strategies: A Study with Reference to Indian Software Companies 123
- **C. Natarajan**

83. Managing Multigenerational workforce in India: Opportunities and Challenges 125
- **Afsha Dokadia**

84. Mobile Number Portability (MNP): Customer Wins as Competition increases: Critical Analysis on Readiness amongst Indian Operators, its Challenges & Customer Expectations out of MNP 126
- **Niranjan Agarwal**
- **Pradeep K. Jain**

85. When Strategic Focus is Needed: Strategy Development at Emirates Identity Authority 128
- **Ali M. Al-Khouri**

86. A Constructive Remodeling Approach for an Output Driven Linkage between Knowledge Management and Customer Relationship Management 129
- **Dindayal Swain**

87. Logistics Management in a Complex Adaptive Environment: A Case of Humanitarian Organizations in Developing Countries 131
- **Awuor Emmanuel**

88. A Dynamic Model for Value Creation in Engineering Firms in Egypt 132
- **Mona Abu-Hamd**
- **Mohamed Abd El Latif Bakr**
- **Moheb El Saeed**

89. Faculty Retention: A Challenge to Self-Financing Higher Educational Institutes in India 133
- **V. K. Kaushik**
- **Neeraj Kaushik**
- **Samridhi Tanwar**

90. Entrepreneurship - A New Career Path for young Indian women 136
- **Neelam Sheoliha**

91. Strategic Alignment between Knowledge Management and Human Resource for Organizational Performance 137
- **Manoj Kumar Chaudhari**

92. External Managerial Networks, Strategic Flexibility and Organizational Learning: A Quality Management Perspective 138
- **Leopoldo Gutiérrez Gutiérrez**
- **Virginia Fernández Pérez**

Corporate Social Responsibility

93. CSR: A Challenge for the Corporate World and the State 140
- **Shish Pal Sinhmar**

94. The Face of Corporate Social Responsibility at the Village Level 141
- **Susanta Mandal**

95. FDI Perspective in Higher Education in Indian Context 143
- **C. Mahadevi Murthy**
- **Veena K. P.**

96. The Impact of Incongruency in CSR Actions and Internal Practices on Employee Affect and Attitudes 145
- **Rahul Chandra Sheel**
- **Neharika Vohra**

97. Investment in Corporate Securities: A Study of Small Investors in Bangalore City 147
- **Rajnakar Laxman**
- **Shivakumar Deene**

98. Effective Internal Audit-A Stepping Stone towards Corporate Governance: Study of Indian Corporate Houses 148
- **Kalyan Mukherjee**
- **Pradeep K. Jain**

99. Corporate Social Responsibility in Indian Steel Industry 149
- **Pulidindi Venugopal**
- **P. Vijaya Kumar**
- **R. Gangadhar**

100. Corporate Social Responsibility Practices and Motivations: Two Portuguese Illustrative Cases 150
- **João F. Proença**
- **Manuel Castelo Branco**

101. Do Family EMNCs Differ from the Typical MNCs? - The Case of Indian Overseas Family Businesses 151
- **Vipin Gupta**

102. Corporate Governance Practices in India: Issues & Challenges 152
- **Sumeet Gupta**

103. CSR: A Source of Competitiveness and thus Enhancing the Competence of the Corporate 153
- **Upender Sethi**
- **Sunita Bharatwal**

104. The Impact of CSR on Performance and Image of Banks in India 155
- **Suresh Chandra Bihari**

105. Role of Banks in performing Corporate Social Responsibility: A Comparative Analysis of Punjab and Himachal Pradesh 156
- **Pawan Kumar Dhiman**
- **Amita**

106. The Impact of Culture and Alliance Strategy on Firms' Performance in Global ICT Industry 157
- **Monika Golonka**
- **Robert Rzadca**

107. Pseudo-Panopticon: The Self-Deception of CSR-related Transparency in a Modern, Online Society 159
- **W. Timothy Coombs**

108. Corporate Governance and CSR - Creating a Synergy for Sustainable Development 160
- **Sumanta Dutta**
- **Uttam Kumar Dutta**

109. Corporate Social Responsibility: A Case Study on VIT University, Vellore, Tamilnadu, India 162
- **Pulidindi Venugopal**
- **D. Ashok**

110. Corporate Social Responsibility: A Sure Path to Development of India 163
- **M. Varun Kumar**

111. CSR, Biodiversity and Wildlife Security: An Indian Perspective 164
- **K. M. Mital**

Others

112. University/College/School Research and Educational Laboratory Establishment, Maintenance and Improvement Standardization 166
- **Abu Ahmad Ashshaaf Zahid Khokhar**

113. Hindu and Buddhist Business Ethics and Socially Responsible Behaviors of Small Firms in Nepal 167
- **Binod K. Shrestha**

114. Introducing the Role of Open Innovation in Poverty Elimination 169
- **Fereshteh Haji Esfandiari**

115. Impact of Reverse Logistics on Supply Chain Profitability –Global Study of Selective Cases 171
- **R. Jadeesh**

116. Globalisation, Regionalisation and Localisation:
Evaluating the Nature of Regional Economic Cooperation and Institutions:
An Analysis of the South Asia Association for Regional Cooperation,
Shanghai Cooperation Organisation, and the European Union 172
- **Matthias Ngui**

117. Spirituality through Yoga 173
- **R. Krishnaveni**
- **G. Natarajan**

118. Globalization and Quality Excellence in Management Education 174
- **R. Satya Raju**
- **R. Suneetha**

119. Globalization Vs Regionalization: Strategies and Policies in the emerging
Economic Environment 175
- **Bhanu Shankar**

120. The "PANCH-SHEEL" in Management: A Spirituo-technical Approach 177
- **Sanat Kumar Patnaik**
- **Arunima Das**

121. Women Entrepreneurship Challenges to Women Empowerment 178
- **Robita Sorokhaibam**

122. Governance of Triple Helix Relationships: Principles of Intermediation, or
Who is in Control when the State, The University and The Industry Interact? 180
- **Emanuela Todeva**

123. Liquidity Risk Management in Central Europe during the Global Crisis 182
- **Petr Teplý**

124. The Pending Global Crisis: A Dark Future Ahead of us? 183
- **Petr Teplý**
- **Libena Černohorská**

125. An Empirical Study of Indo- Nepal Trade Co-operation 184
- **Anirudh Prasad Singh**

126. The Private Sector's Role in Poverty Reduction in Asia: Implications for
Researchers and Educators 186
- **Scott A. Hipsher**

127. Impact of India's Economic and Trade Policy of Liberalization on Nepal's
Trade 187
- **Sanjay Aswale**

128. Global Brands in the Context of Nepal: Understanding Consumer
Country-of-Origin and Brand Trust Perceptions 188
- **Al Rosenbloom**

129. Empowering Parliaments with Modern Communications 189
- Gurprit S. Kindra
- Fredrick Stapenhurst

130. Financial Sector Reforms: A Case of Nepal 191
- Radhe S. Pradhan

131. Organizational Learning in Nepalese Organizations 192
- Jitendra Pd. Upadhyay
- Surya Prasad Devakota

132. Women in Management: Balancing Work and Family 193
- Sunity Shrestha
- Bhawani Shankar Acharya
- Gyan Bahadur Tamang
- Pratikshya Baral

133. Talent Management between ad hoc actions and Strategic Orientation – Findings from an Empirical Study 194
- Stephan Laske

References **195**

HUMAN RESOURCE MANAGEMENT

Quality of Work Life: A Study of Academicians (B-School Teachers) and Bank Executives

❑ **Nina Muncherji**
Asst. Prof., Institute of Management, Nirma University,
Ahmedabad, India
nmuncherji@imnu.ac.in

❑ **Sapna Parashar**
Asst. Prof., Institute of Management, Nirma University,
Ahmedabad, India

Abstract

For many years there has been much research in the area of Job Satisfaction and also in the broader concepts of Stress and Subjective Well-being. However, there is not enough research exploring the relationship between these concepts. Quality of Work Life is not a unitary concept, but has been seen as incorporating a hierarchy of perspectives that include not only work-based factors such as job satisfaction, relationship with colleagues, but also factors that broadly reflect life satisfaction and general feeling of well-being. Quality of Work Life (QWL) is a concept and set of intervention activities, that involves itself with planned organizational change aimed at improving both work system productivity and employee satisfaction. The basic objectives of an effective QWL program are improved working conditions (mainly from an employee's perspective) and greater organizational effectiveness (mainly from an employer's perspective). A win-win situation results if QWL is positively linked to business performance. Positive results of QWL have been supported by a number of previous studies, including reduced absenteeism, lower turnover, and improved job satisfaction. Not only does QWL contribute to a company's ability to recruit quality people, but also it enhances a company's competitiveness. The present research study attempts to study the QWL for Academicians (B-School Teachers) and Bank Executives. Survey method would be used to make a comparison of factors which lead to Quality of Work Life for the aforesaid mentioned sample groups. Appropriate statistical tools would be used to analyze the data and draw inferences.

Quality of Work Life and Labour Standards for Seasonal Migrant Workers in Sugar Industry in India

❑ **Dr. W.N. Salve**
Prof. Labour Economics, Shri Venkatesh College,
Ichalkaranji, India
wnsalve@rediffmail.co.in

Abstract

There are more than 500 sugar factories in India. The average crushing season of the sugar factories varies from 116 to 165 days. In the country, Agricultural workers migrate from drought prone areas of Maharashtra state to irrigated areas or industrially developed areas of the state for seasonal work in the sugar factories. There are more than 132 sugar factories in the Maharashtra state. There are about 12 lakh sugar cane cutters, transporters, sugarcane harvesting seasonal migrant workers in the Maharashtra tribes and other backward classes.

The objectives of the study are: (i) to know policy of decent work adopted by ILO for workers in the world economy, (ii) to examine relevant aspects of labour standards in order to improve the living and the working conditions of contract basis seasonal migrant workers in Maharashtra State in India, and (iii) to suggest measures in order to protect the seasonal migrant workers in India.

In this paper, an attempt has been made to discuss about quality of work life and labour standards in respect of seasonal migrant workers in sugar industry in Maharashtra in India. The study is descriptive in nature and mostly based on primary and secondary data published in different reports of the government and non government agencies.

After independence, many labour laws have enacted by the government of India. Besides, the government also adopted various labour policies in order to improve wages and working conditions of workers in the organized and unorganized sectors. Industries are not a new phenomenon in India. State. There is no fixed time of work for migrant workers; they work more than 12 hours a day instead of 8 hours a day. Harvesting of sugarcane migrant workers, sugarcane cutters, transporters and other contract basis workers work for 12 or more hours per day. Most of the migrant workers do not have adequate shelter, drinking water or toilet facilities.

In the sugar factories of Maharashtra state, it was observed that pregnant migrant women workers were found to be suffering from sickness like toxemia, nutritional anemia, trichomoniais etc. In the case of illness arising out of pregnancy, miscarriage migrant women workers, none of the surveyed sugar factories had provided medical facilities to seasonal migrant women workers in pre natal and post natal stages. Migrant workers, those workers, who migrate from one area to another area within the state or country in order to get seasonal or temporary or part time work in different sectors. They do not get minimum wages stipulated under the Minimum wages Act. Today, the real issue is how to extend human rights to all segments of the labour market. There are many groups of workers in the unorganized sector or informal economy, like migrant workers in agriculture, and sugar factories. After independence, India has been adopted various labour policies in order to improve working conditions of workers in the unorganized sector. There are also various labour laws for these workers. In fact, its implementation is mostly ineffective.

Context, Governance, Associational Trust and HRM: Diversity and Commonalities

❑ **Marc Goergen**
Cardiff Business School and European Corporate Governance Institute (ECGI), UK

❑ **Chris Brewster**
University of Reading Business School, UK

❑ **Geoffrey Wood**
University of Sheffield Management School, UK
g.t.wood@sheffield.ac.uk

Abstract

This article explores the nature and antecedents of trust at the workplace. Based on the findings of a large scale internationally comparative survey, we conclude that there are important variations on national lines: countries with high levels of societal trust – such as the Scandinavian social democracies – are generally associated with higher trust work and employment relations. At the same time, the picture is a complex one, and variations in high trust HRM practices do not completely match existing country typologies. This is particularly the case with relatively large and diverse categories such as civil law/ continental European capitalism, and countries undergoing long and uneven transitions, such as the Mediterranean economies.

Key words: Trust, HRM, Context, Governance

An Exploratory Research of Services Sector for Establishing Elements Vital to HRD Climate Survey: An Indian Perspective

❑ **Dr. Sajal Kabiraj**
Prof. Fr . C. Rodrigues Institute of Management Studies,
Maharashtra, India
skabiraj@gmail.com

❑ **R.C. Walke**
Doctoral Student, VJTI, University of Mumbai
Mumbai, India

❑ **Fahad Kapasi**
MMS Student, Fr . C. Rodrigues Institute of Management Studies, Navi
Mumbai, India

Abstract

HRD climate is widely studied concept, which helps to understand the perception of HR practices by employees and its impact on day to day activity. Several HRD climate questionnaires have been developed and tested worldwide but there is dearth of studies in the Indian service sector. Service sector in India is growing rapidly and so is the need of Human Resource Development (HRD). Having a valid questionnaire to measure HRD climate would help practitioners in many folds. The data to understand the HRD climate of service sector has been collected during the recession period to get the true picture of the HRD climate.

The current paper focuses on finding the factor structure of HRD climate questionnaire developed by Daftuar (1996). The HRD climate questionnaire has 27 items measuring 10 different parameters on five point scale. The parameters (Participation, Succession planning, Human Resource information, Organization Development, Training, Appraisal, Counselling, Career Planning, Reward and welfare and Job Enrichment) seemed to be overlapping conceptually. A new factor structure with six factors is more comprehensive and has given emphasis on factors like reward and recognition and training.

Cadre Difference and Demographic Factors and its Influence on Ethical Orientation

A Study among Banking Personnel in Kochi (Kerala)

❑ **Hari Sundar. G. Ram**
Asst. Prof., VIT Business School, VIT University,
Tamil Nadu, India
sundarsmm@gmail.com, harisundarg@vit.ac.in

❑ **Soumya Narayanan**
Asst. Prof., Academic Staff College, VIT University,
Vellore, India

❑ **Dr. Anandakuttan. B. Unnithan**
Asst. Prof. Indian Institute of Management Kozhikode (IIM K),
Kozhikode, Kerala, India

Abstract

All over the world there is growing realization that ethics is important for any business and to achieve the progress of any society. Ethics give rise to efficient economy. An ethically responsible company is one which has developed a culture of caring for people and environment, a culture which flows downwards from the top managers and leaders. It is the methodical and systematic elaboration of the norms and values that is appealed to in the day to day activities.

Though organizational ethics is one factor that is of immense importance, it is an overlooked and misunderstood concept in the corporate world. Many organizations have failed in realizing the importance of organizational ethics and its implementation. Some of the business leaders are of the opinion that personal moral development and character modulation of employees are needed for implementation of effective organizational ethics. It is often agreed that high ethical standards require both organizations and individuals to conform to sound moral principles.

Organizational practices and polices tend to create pressures, opportunities and incentives that may sway employees to make unethical decisions. An individual's personal values and moral philosophies influence in the decision making process that involves potential legal and ethical problems. There is no second opinion that good ethics means good business. Corporate leaders need to be aware of the facts that, if not for moral reasons, then for the simple business reason, good ethics will pay off in the long run. According to Greenberg (2005), these benefits take several

forms including improved financial performance, reduced operating cost, enhanced corporate reputation and increased ability to attract and retain employees.

The present study done is an exploratory one designed to study the importance of ethics in the organization. A Pilot Study was done before the actual study, mainly focusing on the formulation of research topic, to determine the sample size, and to find the factors affecting ethical concept in the organization. The duration of data collection was also fixed during the pilot study. The study was conducted in Ernakulam city. Since the employees working in this zonal area are cosmopolitan in nature and are from various part of the country what I think is that the sample population selected will moreover represent the actual population. A total number of 58 employees were interviewed for the study. The questionnaire used for data collection was mainly distributed employees who are working in head office, regional offices, and other six branches in Ernakulam district.

Key words: Ethical orientation, Ehics audit, Values, Corporate reputation, ethical guidance, efficiency, cadre change, sentiment, morale, competition ethics

`

Impact of Recruitment and Selection on Organizational Effectiveness

❑ **Rizwan Saleem**
Mohammad Ali Jinnah University,
Blue Area, Islamabad, Pakistan
Rizwan.Saleem@hotmail.com

❑ **Azeem Mahmood**
Mohammad Ali Jinnah University,
Blue Area, Islamabad, Pakistan
Azeem.Mahmood@hotmail.com

Abstract

The main purpose of this study was to identify the relationship among the recruitment, selection and organizational effectiveness in private sector organizations of Islamabad, Pakistan. The classification of objectives was to determine the process of recruitment and selection in organization and the impact of recruitment and selection on organizational effectiveness. A 6-item likert-scale questionnaire was used to find the validity of research study. Total number of observations was hundred. It was concluded that, recruitment and selection has a highly significant impact on organizational effectiveness as p-value 0.000 is less then .05 so it can be said that the variables chosen for the study was highly significant. The value of R square 0.666 is high enough to show the relationship between the variables. The value of beta 0.631 is showing the strong direct relationship between the dependent and independent variables.

Keywords: Recruitment, selection, organizational effectiveness, innovation, control, efficiency, questionnaire

Developments in Managing Human Resources in Nepal

❑ **Dr. Dhruba Kumar Gautam**
Tribhuvan University, Faculty of Management,
P. O. Box 12719, Kathmandu, Nepal
dhrubakumargautam@yahoo.com

Abstracts

Achieving sustainable competitive advantage depends on formulation and implementation of appropriate people management strategies and deployment of their competencies effectively in dynamic and complex environment. Managing their competencies is an approach to make decisions on the intentions and plans of organization concerning employment relationship and its recruitment, training, development, performance appraisal, reward and employee relations policies and practice. The improvement of organizational effectiveness is an overall objective of people management in organizations. In light of these, this study explores the present practices of HRM like: HR departments, HR policies and strategies, HR planning, recruitment selection and placement, training and development, performance appraisal, compensation and benefit, employee relations and communications. Based on the survey in 204 Nepalese organizations as a unit of analysis, the study concludes that HR practices in few organizations have action program for minorities, ethnic group, older employees and people with disabilities. Due to centralized organizational structure, most of HR decisions are taken into central office and line managers being involved highly in planning and implementing HR policies. In a nutshell, though HRM practices are not developed like developed countries, Nepalese organizations are realizing the significance of people management at work and changing their practices in the present dynamic environment.

Job Satisfaction versus HR Profile in Large Companies

❑ **Zoltán Veres**
Head of Research Center, Budapest Business School
Budapest, Hungary
veres.zoltan@kkfk.bgf.hu

❑ **Nándor Komáromi**
Associate Prof., Szent István University,
Gödöllö, Hungary

Abstract

HRM places most emphasis on influencing job satisfaction through organizational-institutional characteristics, primarily by operating different organizational systems. These include work systems (alternative work organization, work characteristics), compensation schemes (evaluation, reward, motivation, promotion), training, knowledge generation schemes as well as welfare schemes (healthcare, welfare services, working conditions). HR managers assume that varied, independent work, appropriate remuneration, calculable career paths, higher job security, and training available to all, as well as good working conditions will increase employee satisfaction. Organizational experts including both line managers and HR managers generally assume that there is a close connection between HRM and a company's total performance. HRM includes and tries to effectively build into the existing activity system an increasing array of new management techniques which are aimed at enhancing the identifiable performance of the organization.

Hewitt Inside Consulting conducted wide-ranging research included a questionnaire interview with employees of large companies. The questions were intended to reveal the opinion of employees of their company, their job, and their working environment. The database under investigation included 4,154 completed questionnaires for 32 companies. In a secondary data analysis with three research modules we studied first the main factors of satisfaction with a workplace in the employee segments. In the course of the evaluation, we were looking for the satisfaction factors that explain overall satisfaction. The method we used was *step-wise linear regression*. We made calculations separately for each of the three employee segments (senior managers, middle managers, workers) because we assumed that the explanatory factors would differ in each of the segments.

Then we investigated what relationship can be identified between the HR profiles and the employee opinions. The following variables were included in the analysis: number of employees; number of recruitment sources; number of selection techniques; number of positions to be filled; rate of spontaneous applicants; rate of hiring costs from HR costs; orientation of new hires; duration of paid training; rate of training cost from HR cost; number of continuous training; employees with performance evaluation; space; level of equipment; base pay; per capita bonus; number of share purchasers; sick leave; number of people obtaining welfare benefits; amenity services and alternative work organizing possibilities. Analysis of variance indicated that HR profiles significantly correlate with satisfaction variables.

In the following procedure the "Corporate culture" block of the employee questionnaire was separated and used to group employees based on this. Our grouping method was k-means clustering. The distribution of the created segments was analysed by company. Based on the relative level of the entire sample mean, the firms were divided into three groups: companies employing 1 = dominantly satisfied, 2 = moderately satisfied, and 3 = dominantly dissatisfied employees. Company ratings were transferred to the HR survey database and we looked for differences among the HR activities of the company groups. We applied the statistical methods of *analysis of variance and t-test*.

By conclusion the paper argues that definitive rules cannot but a few suggestions can be formulated for the management.

Keywords: human resource management; job satisfaction; working environment; HR-profile

Impact of Concierge Services on Employees Work Life Balance

❑ **Dr .G. Khaja Nazeemudin**
Sona College of Technology
Salem, India
drkhaja@sonatech.ac.in , geekay414441@yahoo.com

Abstract

Work- life balance is the working practices that acknowledge and aim to support the needs of staff in achieving a balance between their homes and working lives. It is accepted that the non-teaching staff of engineering colleges are not directly involved in teaching-learning process. Still they have an excessive workload as they are engaged in academic, non-academic and administrative tasks. Various factors such as interruptions during work hours, distractions due to stress or problems at home and long hours of work reduce their productivity. This has an adverse effect on institutions outcome in numerous ways. To have work- life balance, techniques like work-life balance day, employee welfare funds etc are offered. Concierge service is one such solution that helps staff to bridge the gap between personal and professional commitment. The concierge service facilitates staff to manage the contending priorities of personal life in a better way thereby increasing productivity. This paper accentuates the result of concierge service on employees work-life balance with specific reference to non-teaching staff of engineering college.

The Engineering colleges often report difficulty in attracting and retaining skilled and experienced non-teaching staff due to excessive workload. This paper emphasize the effect of concierge service that enable the non-teaching staff to delegate their personal errands that drain their productive hours thereby adding flexibility to their work-life balance.

A study obtained through questionnaire from the non-teaching staff of engineering college is analyzed using SPSS statistics tool. Response to this was overwhelmingly positive. The staffs, who are not even aware of concierge service earlier, believe that they are much benefited out of it as they are able to pursue their work peacefully without any interruptions. They also felt that concierge service would be of much benefit to have a peaceful work life balance.

From the management point of view, the analysis has really satisfied them by getting good contribution from the employee's side in their work. They found that sudden absenteeism and permission has been reduced significantly, thereby increasing their production level.

Critical to the implementation of concierge services is to staff the concierge position with responsible and resourceful individuals with extensive hospitality and customer service environment. Working relationships with vendors and suppliers offer special discounts and programs for the institution. However, the paper limits the concept of concierge service which should be clearly understood as a support service. It shouldn't become a primary business activity that absorbs great deal of institution's cost, time and effort.

Evaluating Human Assets in Organizations

❑ **Cristovão Sá Pimenta**
PhD Student
Faculty of Economics, University of Porto, Portugal

❑ **Teresa Proença**
Researcher at CEGE, Catholic University – Porto, Portugal
Lecturer in HRM, Faculty of Economics, University of Porto, Portugal

Abstract

Human Capital (HC) has been recognized as a decisive factor in the performance of organizations, influencing the results obtained and even the market value of organizations. Professionals and scholars in Human Resource Management have been defending the existence of an impact of people performance in creating and sustaining value for organizations (Baron and Armstrong, 2007; Delaney and Huselid, 1996). However, it remains open to discussion how this intangible asset can be demonstrated and highlighted (Davenport, 1999; Edvinsson and Malone, 1999). Apparently, if highlighted in the financial statements of organizations, safely and accurately, one could say that, in fact, people are the greatest asset of organizations. In accounting terms, the treatment of Intellectual Capital (IC) and the HC is yet a dream. To accomplish it, it will be necessary to change the paradigm of Accounting regarding the treatment of intangible assets. We think that it will be a long journey and probably without success. In addition, the need to measure IC and HC has been profuse discussed (Flamholtz et al., 2004; Bullen and Eyler, 2010). If, on the one hand a consensus on the acceptability of the measurement is not difficult to achieve, on the other hand a consensus about what to measure and how to measure, is not a straightforward task. Researchers in the area of accounting and management control have been making contributions related to the irreversibility of the financial statements including information on the value of HC. Moreover, the market value of the organizations does not correspond to reality, either it is excessive or defective, because information about the HC does not exist.

In this work, we intend to discuss about how to measure / evaluate the HC, considering the needs of the financial accounting system, the need to better managing people, and the need of a proper evaluation and appreciation of the organizations in the market. We seek to highlight the use of official and organizational documents, such as the Social Balance and Permanent Staff, as a source of information with potential interest for measuring and evaluating people inside organizations.

Keywords: Intellectual Capital, Human Capital, Measurement, People, Value

What Do Mentors Learn?

❑ **K. N. Rekha**
Researcher at Indian School of Business, Hyderabad
Rekha_Naga@isb.edu

Abstract

Youth Mentoring is characterized by a personal relationship in which a caring individual provides consistent companionship, support, and guidance aimed at developing the competence and character of a child or adolescent (MENTOR, 2003). Through mentoring, youth learn about themselves and their world in the context of relationship with their mentors. The relationship emerges from a series of interdependent, reciprocal interactions over time in which each individual influences the other through exchanging of information and expressing emotions.

The intent to do something good for the society, for those who aren't so fortunate is so great. Several young men and women from colleges and big corporate take out a few hours from their hectic schedules on a weekend to teach / guide the youth from the slums. Supportive relationships for youth with non-parent adults can powerfully influence the quality of adolescent's lives. The relationship between youth and adult typically involve assistance in meeting the youth's academic, social, career and / or personal goals.

BHUMI, a non-profit organization located at Hyderabad in Andhra Pradesh is fuelled by a vision to create an equitable and strife free society by grooming transformational leaders across social and economic classes who will bring about large scale, holistic and sustainable transformation. It offers a unique leadership development program called Dronacharya Ekalavya (DNE) Mentoring program which pairs needy children from underprivileged backgrounds in city slums and rural villages with university students and working professionals who act as their mentors, role models and tutors. The care, personal attention and encouragement which the children receive from their mentors, but rarely from their parents and community, helps them realize their potential and take responsibility for their own lives. It is not easy for the mentors to bring in the difference in the life of the youth but they learn by experience. Philip and Hendry (2000) identified four general explanations for why adults mentor a youth: a) to make sense of their own past experiences; b) gaining insights into another person's life; c) to establish a different type of relationship; and d) building skills in providing a helping relationship. This organization provides an excellent opportunity for the young graduates or

professionals to groom the youth who are really in need of psychosocial and career support. This program provides an opportunity for the youth to become more aware of self and others and also helps to enhance their communication, leadership and interpersonal skills.

We have made an attempt to study the DNE program of BHUMI through a qualitative and quantitative survey. We carried out 10 telephonic interviews using the qualitative survey with the mentors who has mentored atleast one mentee and has an experience of one year in mentoring. We also developed a quantitative survey and administered online to 58 mentors to measure the effectiveness of the mentoring program. The surveys helped us to understand what do mentors learn through mentoring a youth and how does the presence of a mentor makes a difference in the youth's life.

In this paper, we would like to draw out the lessons learnt by mentors and also would like to highlight their experience as a mentor. Literature has talked about vastly about the learning/outcomes of mentees out of mentoring program but there is scarcity of research in that area of what do mentors learn through this program. Hence, this attempt to fill in the gap.

The New HRM Practices of Indian Universities as a New Path to Academic Development in Asia

❑ **Jayaprakash Jala**
Assistant Training Manager, Academic Staff College,
VIT University
jjayaprakash@vit.ac.in

This paper deals with the role of new and modern HR Practices in Indian academics. The new practices are looked at as the stepping stones towards building world class universities in Asia. Especially after universities have started targeting at international accreditations like, ABET, AACSB…etc. The roles of Sixth Pay Commission's revision, the knowledge commission report led by Sam Petroda and the report of the Yashpal committee are looked at as the major sources to mark the path and the direction of Indian academics and their impact on the academic development of Asian continent. Attrition is a big issue in academics as the faculty members are the key to the growth of an academic institution. Apart from the regular perks, the additional benefits provided by the fast growing institutions like Thapar University, VIT University…etc are taken into close consideration to evaluate the change in the Attrition rates after the recent developments.

Quality of Work Life in Hospital Management

❑ **Dr. W. C. Singh**
Associate Prof., Manipur Institute of Management Studies,
Manipur University, Manipur (India)
drwcsingh@gmail.com

Abstract

Today's world is a world of change and every organization needs to act as a 'changing agent'. With a change in the time cycle, it is natural that we find a change in the concept and perception. Likewise, healthcare needs to be deeply focused for the development of health as "Health is above everything". Hospital is an integral part of a social and medical organization, the function of which is to provide for the population complete healthcare both curative and preventive and where out patient service reach out to the one and all irrespective of any environmental factors.

The Healthcare sector has recognized the importance of human resource management that is involved with efforts to improve organizational growth, effectiveness and quality of work life. The concept of quality of work life has been used in a variety of ways encompassing approaches to industrial relations, team decision making, good working environment, fair compensation, movement to enhance organizational effectiveness and so on. In this sector, leaders, managers and staffs face increasing environmental complexities which require a completely distinct set of skills, and knowledge. They also require maintaining very good quality of work life for delivering the best health services to their customers. Due to expansion and competition in the services sector, increase in the health awareness of the people etc., the importance of human resource management and good quality of work life of the employees in the healthcare sector, particularly in the hospitals, increases day by day. Healthcare managers and hospital management require both personal and professional development and build a strong confidence culture to its customers. But as a trend so far, entrepreneurs and the governments who run healthcare units do not generally hire people having managerial background and talents. This creates a hurdle in understanding the human side of management and the quality of work life.

This paper studies factors for quality of work life in the hospitals. The paper highlights the quality of work life of the staff in the hospital that has a concern

reinforced by a mounting evidence of links between staffs/patients ratio, staffs/patient's mortality rate, and staff burnout and patients satisfaction. The main point to be highlighted in this paper is – hospital management is a multifaceted development in the society that has made the masses conscious of the rights. Nevertheless, the professional excellence is also an important factor which is required to blend optimally the core and peripheral services. This is also covered in this present paper and the study will assist in providing lessons for managers in the management of the hospitals and healthcare sector at large for a maintaining a very good quality of work life.

Area of Research: Human Resource Management.

Human Resource Management and its Link with Societal Cultural in Greece: A Cross Country Research Study

❑ **Prof. Nancy Papalexandris**
Director, MSc Programme in Human Resource Management
Athens University of Economics and Business, Greece
npapal@aueb.gr

❑ **Leda Panayotopoulou**
Lecturer, Athens University of Economics and Business, Department of Marketing and Communication, Athens, Greece
ledapan@aueb.gr

Abstract

This study is based on results about HRM in Europe gathered within the CRANET study and results about societal culture gathered within the GLOBE study on Societal Culture and Leadership. Both studies include a large number of countries including Greece.

Results show that certain HR practices, such as selection, performance appraisal and pay systems vary among countries and their differences can be explained to a considerable extent by variation in societal culture's dimensions. An obvious pattern showing differences between Southern European countries as against those of the North can be observed which can be attributed to cultural values shared among country members.

Greece in particular shows certain similarities and differences from the EU average which can be explained on the basis of its societal cultural environment. The paper concludes with implications for Human Resource Management, especially for multi-national companies operating in Greece.

Dilemma of Achieving Effective Training Outcomes with the Benefit of Diagnosis: A Case of Selected Hotels in Kenya

❑ **By Burugu W. Rose**
M. Phil student, School of Business and Economics, Moi University,
Eldoret, Kenya.

❑ **Dr. Kipsat M. J.**
Dean- School of Business and Economics. Moi University, Eldoret, Kenya.
Nathan Zingoni
ZIMFLAME, Zimbabwe

❑ **Thomas. B. B.**
Lecturer, School of Business and Economics, Moi University,
Eldoret, Kenya.

Abstract

Human resource development in leisure, recreation and tourism practice has been in the rise and a great need in the 21st century. This development seeks to provide practitioners with the tools to effectively establish training systems and methods which further enhance achievement of desired training outcomes in the leisure, recreation and tourism education in Africa. However, it has become increasingly difficult to achieve these outcomes, even with the employees' greatest ambition and will to learn. Ineffective training outcomes including; knowledge gained, skills acquired and attitudes change of the trainees, seem to be re-curing in the hotel industry, thus the need to appreciate the concept of training which has continuously seen loss of potential customers and productive employees. The purpose of this research was to determine the factors affecting training outcomes of the employees in the hotel industry, in line with the systems approach theory; the feedback loop indicates that the acceptance of outputs by society, gives inputs for revitalization and development of human resources. With further analysis of trained hotel employees (n=161) the paper sought to support active experiential learning, enhanced through facilitation and creating an environment where trainers can be stimulated to think and act in ways that will help them make good use of their experience and training thereof with effective methods in place to achieve training outcomes. A survey of selected hotels in Kenya was done, seeking to analyze the effect of human resources training needs and training methods, the level of education of employees, the level of cost of training and the level of organizational support to the employees in attaining the goals for training in the

hotel industry. The population composed an aggregate of all the designated set of specifications, to enable the researcher make empirically supported generalizations from the findings. Being a survey research both qualitative and quantitative approaches were adopted to enable appreciation of all the aspects of the subjects and to develop a set of critical variables. Data was collected through the use of questionnaires and inferential statistics adopted to appreciate the analysis of data through the statistical package for social sciences. The data revealed that training outcomes would possibly be affected by factors related to: the training needs addressed, the chosen method of training, the level of education of employees, the cost of training and the level of management support in the training process. The paper was able to explain 60.9% of the factors that would affect achievement of training outcomes. The remaining 38.1% represent other factors that would possibly affect training outcomes. Training methods were found out to have the least significant relationship with training outcomes at 52%. Training needs and training methods were found to have a significant effect of 55% and 56% respectively on the skills acquired, knowledge gained and the attitude change of the employees after training. The most significant factors identified affecting the training needs were: evaluation of training needs, the modes of determining training outcomes and scope of survey of training needs. The significant factors identified from the items measuring managerial support showed that: review of training, managerial support and training decisions determined significantly the extent to which training outcomes are achieved. The managerial support was most significant, followed by the employee training needs while the training methods deemed not very significant in the extent to which they affect training outcomes in hotels in relationship with the other variables. It is indeed very essential for managements to make a keen consideration in determining the factors that affect achievement of training outcomes after rigorous training sessions. Appropriate training programs, trainers and facilities should be availed to facilitate the training process and thus eliminating or reducing the dilemma facing managers or other related industries in trying to train with achievement of training outcomes.

Key Words: Human Resource Development, Training Outcomes, Training Needs and Training Methods

The Role of a Modern HR Director An empirical Analysis

❑ **Dr. Satwinder Singh**
Brunel University Business School, Elliott Jaques Bldg,
Uxbridge, Middlesex, UB8 3PH. UK.
Satwinder.singh@brunel.ac.uk

❑ **Tamer Khalil Darwish**
Brunel University Business School, Michael Sterling Bldg, Uxbridge,
Middlesex, UB8 3PH. UK.
Tamer.Darwish@brunel.ac.uk

Abstract

The purpose of this paper is to empirically examine the role of a modern HR director. There is an implicit undercurrent in the literature that the role of present day HR director has become 'strategic' as opposed to being 'routine' in the past. In this paper we empirically test these assertions in the context of a country study.

The design includes a detailed survey instrument sent to all 104 financial firms in Jordan. Descriptive and inferential statistical methods are employed to test the hypotheses. Descriptive methods include the use of frequency tables, mean and standard deviations, and zero-order correlations. Inferential statistical methods include the use of proportions test, ordinal and logistic regressions.

The study finds that the reliance on routine functions has indeed fallen for the HR director. However, there is only weak evidence that importance of strategic functions has substantially increased. Inferential analysis of data shows that male HR directors and those longer serving, with higher qualifications, and those working for companies with lower employee turnover, are more likely to rate as 'high' the importance of most strategic HR functions. It does not matter whether they are working for large or old established companies.

There are very few empirical papers of this nature. Adopting the methodology used in this paper, the study can conveniently be extended to additional sectors within the country. The study can also be extended to additional countries. Empirical in nature and one of a few conducted in non-western environment, it adds to the literature with some interesting implications and avenues for future work.

The study focuses on financial sector and although it covers almost the entire population of firms, the number of firms in the study could be increased. The study can also be conveniently extended to additional sectors.

Keywords: Strategic HRM, proportions test, ordinal and logistic regressions.

Top Managements' Perspective of Human Resource Development in Indian Enterprises

❑ **Dr. Gopalji**
Associate Prof. Shriram College of Commerce, Delhi University,
Delhi, India
gopalgji@rediffmail.com; gopalgji@gmail.com

❑ **Dr. Suman Bhakri**
Associate Prof., Shriram College of Commerce, Delhi University,
Delhi, India
suman_bhakri@yahoo.com

Abstract

The perception of top management in the initial stages of development of human resource function was noted to be not very encouraging. The human resource development as a function (in whatever form it existed) was not given / accorded its due place in the corporate hierarchy in the Indian enterprises (though there is now noted to be a distinct change in this respect). The top management did not pay due attention to the growing needs of professionalism and empowerment of human resource department and the person heading it. Its perception though variously expressed to include its support and commitment in creating climate and culture for HR, adopting best industry-wise practices was missing. The human resource ratio was very low. That, the function is not profitable, and it does not contribute much to the corporate growth were some of the most common grouses of the top management against the function. Human resource people were not accorded a place in the organisational hierarchy. The initial perception as was noted by the Drucker in his famous book on practice of management when he asked a question as title of one of the chapter Is personnel bankrupt? The reasons for not taking a more positive view of the human resource activities by the top management .were noted to lie in its attitude vis-a-vis other corporate functions. As late as in early nineties, the Public Enterprises Survey reported personnel and human resource activity as an under-represented area at the chief executive level in the public sector undertakings in India The study team on Administrative Reforms Commission also noted personnel and human resource as a less attended area while establishing large sized public enterprises in the economy. This was noted to have resulted in poor growth of personnel and human resource policy and practices with its obvious impact on corporate productivity and profitability.

This gave rise to the question of sustainability of the function and expected future roles.

The present paper aims at analysing the top management's perspective of human resource development function vis-a-vis other corporate functions in Indian enterprises. Some of the parameters selected to analyse top managements' perspective towards human resource function are: codification of human resource policies , nomenclature of HR department and its head, level of HR function, place of HR department in the corporate hierarchy, HR ratio, the time lag involved between the establishment of human resource department and the enterprise, operating mode of the HR function, reporting by head of the HR department to the chief executive officer, responsiveness of line managers towards HR programmes, budgetary support to human resource function, time devoted by the top management towards the function, and its ranking and credibility vis-a-vis other functions in the enterprise.

Keywords: Management Perspective, Human Resource Development (HRD), Human resource, Commitment, Corporate Hierarchy, Human Resource Policy HR department, and people.

Sweated Labor and Garment Homeworking in the Developed World

❑ **Christina Cregan**
Department of Management & Marketing, University of Melbourne, Australia
ccregan@unimelb.edu.au

Abstract

This paper investigates the claim that sweating has re-emerged among garment homeworkers in the developed world. It describes the method of identification of 119 homeworkers and the data collection. A qualitative study is conducted, using content analysis and textual analysis. The findings demonstrate that unskilled homeworkers operated under conditions of sweating, working extensive hours at very low pay rates. Those who worked the longest hours reported the highest levels of job satisfaction because they were able to earn a living. This was particularly the case for workers with long experience, because they perceived they were trapped in the occupation.

Human Resources Management and Organizational Culture in the Processes of Mergers and Acquisition of Companies in Poland – Research Findings

❑ **Dr. Hab. Czesław Zajac**
Associate Prof. and Head of Human Resources Management Department,
Wrocław School of Banking, Economic University in Wrocław.
Czeslaw.zajac@ue.wroc.pl

Abstract

Takeovers a mergers are resources of an external growth of companies leading to their development. Some authors treat them as an external growth strategies which are very strong an enable companies to make changes and a "corporate renewal" by securing the betterment of their market position faster than the alternative internal growth. They create possibilities of benefiting from the joined assets and competencies which cannot be done by cooperating (Haspelslagh, Jemison 1991; Cartwright, Cooper 2001; Pocztowski 2004).They also provides the important role of human resources management and organizational culture in the integration of employees and managers of companies being taking over or merging. Result of my researching done in the group of big companies in the Region of Lower Silesia (west-southern part of Poland), which have been taken over by foreign corporate investors and literature studies as well indicate the importance of human resources management and organizational culture in shaping these processes of ownership changes. Effective solving of complex social and organizational problems inherent in M&A processes gains increasingly strategic significance. Mergers and acquisitions are, after all, orchestrated by people, and involve, among other things, taking control over people as well integrating them within the new framework of organizational structure. Consequently, many experts theory and practice of management view those problems as key aspects for success in integration process of companies. Some of them accentuate the notion that failure to observe cultural, personal and organizational aspects should be regarded as "a sin on the part of the purchaser", that may lead to defeat (Krug, Night 2001; Pocztowski 2004). Numerous local and foreign publications in the discussed field underline also the strategic role of HRM

and organizational culture in the processes of companies' mergers and acquisitions.

The analysis of human resources management especially in the operational dimension in companies taking part in M&A processes, researches by myself, is the aim of my paper. I'm also aimed to evaluate the utility of instruments and operational systems introduced with the merger or acquisition in the area of HRM and the influence of new company owner on cultural values in the acquired companies.

Cultural Difference and Innovation: The Moderating Effect of HRM Practices

❑ **Dr. Helen Shipton**
Senior Lecturer, Work and organizational Psychology Group
Aston Business School, Birmingham , United Kingdom
h.shipton@aston.ac.uk

Abstract

Although there have been cross-cultural studies exploring the effect of cultural orientation on organizational-level outcomes like entrepreneurialism and innovation, the emphasis has tended to be on differences connected with individualism versus collectivism (Bhaga et al., 2003). Following Shane (1993) we suggest that there may be other facets of cultural orientation linked with organizational innovation, defined in terms of its relative novelty (in comparison with existing practices) and the underlying intention to add value to the organization (West and Farr, 1990). In this study we draw on a data set comprising information from nearly 6000 organizations located in fifteen countries. Using this secondary dataset, we examine the extent to which the Hofstede's model of cultural orientation (including power distance, uncertainty, individualism, and masculinity) seem to predict or inhibit organizational innovation. We show in this study negative main effects of power distance, uncertainty avoidance, individualism, and masculinity on innovation. However, emphasizing HRM or learning can turn these negative effects into positive effects. Thus we suggest that firms their HRM or learning orientation should be contingent on country culture. For example, while uncertainty avoidance has been generally found to inhibit innovation, we suggest that emphasizing HRM and learning may be particular fruitful in uncertainty avoidant cultures. We find similar patterns for power distance, individualism, and masculinity. Our data suggest that the same broad pattern follows for financial performance.

Effect of HR Strategies on Organisational Commitment and Job Embeddedness in IT Firms in India

❑ **Binoy Joseph**
Faculty-HR Area, Rajagiri College of Social Sciences, Kalamassery.
Kochi. Kerala, India
binoyjoseph@rajagiri.edu

Abstract

The growth of the IT sector in India during informational revolution was tremendous but it brought together the problem of employer retention for the firms due to the increase in the opportunity and falling attachment to the job. The study reported here was motivated by a need to better understand theoretical and pragmatic issues related to the acquisition and retention of information technology (IT) human resources. It builds on earlier work in which the researcher describe an empirically grounded theoretical concept-IT human resource (HR) strategy –that should help IT managers and researchers comprehend alternative approaches to coping with recruitment and retention challenges. This study looks into the relationship of company strategies employee attitude and behavior factors like Organisational Commitment (OC), Job Embeddedness (JE) with HR Strategies for the IT firms in four major companies in India. From the study the researcher found that Tata Consultancy Services is following Strategy A that is Long Term Investment Strategy (LTI), Infosys is following Strategy B ie., Balanced Professional Strategy (BP), US Technology is following Strategy C ie., High Performance Professional Strategy (HPP) and IBS Software Services are following Strategy D ie., Short-Term Professional Strategy (STP). This study revealed that the choice of different strategies among four IT companies have a significant impact on the Job Embeddedness and Organisational Commitment of the employees. The findings in this are based on the direct and indirect measures of the Strategies of the company and also through discriminant analysis

Keywords: HR Strategies, Organisational Commitment, Job Embeddedness, IT firms

Talent Managements at M/S Pulse Pharmaceuticals Hyderabad

❑ **Dr. Raavi Radhika**
Asst. Prof., Hyderabad Business School, Gitam University,
Hyderabad, India
radhika.ramanchi@gmail.com, Rradhika@gitam.edu,

Abstract

Talent management is the strategic management of the flow of talent through an organization. Its purpose is to assure that the supply of talent is available to align the right people with the right jobs at the right time based on strategic business objectives. But talent management is lot more than yet another HR process. It is a mindset that goes beyond the rhetoric towards a holistic and integrated approach to leveraging the greatest competitive advantage from people. Talent management is about those thoughts and actions that, consistently, overtime, become organization culture. Talent management is more than something to do it is something to be, a way of working and achieving both short term and long term success. Furthermore, the talent mindset is not just another HR fad.

This study is about how the organization is able to manage the talent and thus profits through its assts. This project is about how an organization is able to recruit, select, train, check the performance, compensate and retain the talented employees. Different strategies like providing opportunities for the growth of their employees, compensation, and other methods are used thus helping the employers in retaining their employees and for the employees it helps in their career growth. Performance appraisal done here helps the employers in deciding incentives and rewards, making promotion decisions, and also helps in taking corrective actions. Review process and post appraisal counseling should be changed where the employers should communicate to the employees where they are lacking.

A Study on Personnel Commitment Factors in Shiraz Chamran Hospitals Iran Shiraz PNU

❑ **Farzaneh Bayat**
No. 1011, Ghasrdasht Ave., Shiraz 7195656467, Iran
farzaneh22b@yahoo.com

❑ **Ehsan Korhani Shirazi**
No. 1011, Ghasrdasht Ave., Shiraz 7195656467, Iran
korhani@gmail.com

Abstract

Successful and effective presence in regional and global markets along with optimal use of available utilities and proper utilization of new sources for offering desirable services based on customer satisfaction is inevitable. Commitment has a significant role in offering optimal services. Offering high quality job and desirable services to the customers are personnel's commitment. Thus, Shiraz Chamran Hospital which is affiliated with Shiraz Medical School and is one of the orthopedic poles in southern Iran was studied. This hospital has 750 personnel and physicians which a sample of 200of them were chosen as the statistic society for a 5month period from June to November 2009.

Main variables in this decision are: responsibility and responsiveness, job security, team work, task autonomy, gradation opportunity, information sharing, payments and commitment. The study approach is descriptive-correlative. With applied and segmental nature of the tests and statistic analysis, the 7 hypotheses were approved with 95% of certainty.

Keywords: commitment, information sharing, responsibility and responsiveness, job security, task autonomy.

Organizational Leadership & Change

A Study on the Relationship between Managerial Effectiveness and Conflict Management Styles

❑ **Hari Sundar.G.Ram**
Asst. Prof., VIT Business School, VIT University,
Tamilnadu, India.
sundarsmm@gmail.com

❑ **Dr. Sudharani Ravindran**
Prof. PSG Institute of Management, PSG College of Technology,
Tamilnadu, India
sudhas100@yahoo.co.uk

❑ **M. Sathish**
Lecturer, PSG Institute of Management, PSG College of Technology,
Tamilnadu, India.
mahendran.sathish@gmail.com

Abstract

In the current era, where globalization and liberalization are the hallmark, management competencies become an inevitable aspect to meet complex challenges. The success of an organization is a reflection of the effectiveness of the senior management team, their vision and leadership, and the combined knowledge and skills of the organization's workforce.

In the past, employees were expected to be efficient in producing the desired results and their efficiency was measured in terms of the outputs delivered relative to the inputs used. Now, the focus has shifted to effectiveness. Effectiveness involves doing the right things, in the right way. Effectiveness is particularly important in the case of managers, as they are responsible for the performance of others. However, effective management starts at a personal level, before moving on to the organizational level. Effective managers are role models for subordinates and they play a vital role in improving the overall effectiveness of the organization.

Managerial effectiveness is very important for the survival and growth of any organization. Managerial Effectiveness brings in productivity enhancement and profitability to the organization, besides greater employee satisfaction, individual development and the contingent rewards for the performance. Thus, certain antecedent factors that affect the effectiveness of managers must necessarily be a priority for the management as well as the individuals themselves (Campbell, Dunnette, Lawler and Weick, 1970).

This is a study conducted to understand the relationship between managerial effectiveness and conflict management style. The study helps to identify the management strategies adopted by managers in combating intrapersonal conflict. The significance of the study stems from the fact that many conflicts in and out of the organizations are due to inappropriate handling. Intrapersonal conflicts are hard to manage because they require people to deal directly with emotional and personal variables. The Objectives of the study were:

- To assess the managerial effectiveness of managers.
- To identify and understand the relationship between managerial effectiveness and conflict management styles.
- To understand the influence of age on performance effectiveness and conflict management styles of managers.
- To understand the influence of year of service in the managerial patterns exhibited by Mangers.

The sample of the present investigation was taken from the employees of one of the leading large Public Sectors organization in Kerala, popularly known as Gods own country, which is situated in the southern tip of India. The sample was restricted to those officers who fall under the category of Class I – Class II officers. These officers were categorized as managers. Attempts were made to derive a representative sample from the population. A sample of 100 officers was taken out of the 412 Class I Class II officers, which roughly constitute 25 per cent of the population.

Data for the present study were collected by administering two standardized questionnaires – Managerial Effectiveness Questionnaire and Conflict Management Style Questionnaire. The scales used for study was of an abridged version. The Managerial Effectiveness Questionnaire (MEQ), which was originally developed and standardized by Gupta (1996), consisting of 45 items and measuring 19 dimensions of managerial effectiveness. The other tool, Conflict Management Style Questionnaire (CMS) originally developed and standardized by Rahim (1983), and consisted of 35 items**.** The CMS questionnaire used for the present study is an abridged version, consisting of 15 items.

Hierarchy Predictor of Job Satisfaction: A Study among General Insurance Employees

❑ **Prof. Dr. Sudharani Ravindran**
Prof. PSG Institute of Management,
Coimbatore, India

❑ **Hari Sundar.G**
Asst. Professor, VIT Business School, VIT University,
Tamil Nadu, India
sundarsmm@gmail.com

❑ **S. Soumya**
Asst. Prof., VIT Business School, VIT University,
Tamil Nadu, India

Abstract

Employee's satisfaction and growth of organisation are inter-linked. Satisfied employees are indispensable for the growth and development of any organisation. In the current scenario which is represented by severe competition and demand for better customer service, organisations are badly in need of employees who are highly dedicated, motivated and satisfied. General Insurance industry is not an exception to this. Insurance companies should periodically assess the satisfaction level of their employees and corrective measures should be initiated wherever required. A comprehensive and serious study to assess the satisfaction levels of General Insurance employees is found to be lacking. The present study attempts to measure and compare the satisfaction levels of various classes of employees.

A Conceptual Paper on Organizational Behaviour and Leadership that Matters

❑ **Dr. K C Mishra**
Sri Siddhartha Institute of Management Studies, SSIT Campus,
Karnataka, India
principal@ssims.edu.in

Abstract

The Moon shines like a full-blown search-light on top of the mango trees. The awakening in us is the basic faith which is nothing more than a trust in our capacity to transform ourselves from a deceived state to an even awakened state. This state of awakening is an imagination for the relinquishment of hallucination / false hope. All composite qualities / skills of leadership will definitely not help rather pass away in the process of leading genuinely, hence to strive for the above awakened state with diligence. This is all about really leading like Swami Vivekananda, Mahatma Gandhi, Nelson Mandela, Ratan Tata and N R Narayan Murthy as the best organizational behavior that could be shown.

This is nothing but seeking. This has nothing to do with something super natural but the seeker has to forsake preconceived ideas as to where transformation will lead to a leader; that becomes a journey into another unknown territory, with a need for the above new light when the LEADER truly leads the followers in an organization may be in a house, company, an educational institution, struggle to achieve something, nation for best governance either to lead that country or the world.

Key Words : OB, Leadership, Awakening, Seek, Transformation.

Commitment and Compliance: Typological Framework to Increase Organizational Performance

❑ **Prof. Dr. Dev Raj Adhikari**
Tribhuvan University, Faculty of Management,
Kathmandu, Nepal
devraj@enet.com.np

❑ **Dr. Dhruba Kumar Gautam**
Tribhuvan University, Faculty of Management,
P. O. Box 12719, Kathmandu, Nepal
dhrubakumargautam@yahoo.com

Abstract

This paper aims to explore hard and soft HR practices that have direct relevance to raise the degree of compliance and commitment in Nepalese workplaces; develops a typology framework to locate situation of compliance and commitment; and suggests the new mandate for HR department to improve organizational performance. This study raised four major questions and suggest to addressed them for the benefits of organization. These are: a) what is the status of implementation of hard and soft HR practices at Nepalese workplaces ? b) what could be the possible impact of HR practices on organisational performance; c) What are the new mandates for HR professionals with a view to enhance the degree of compliance and commitment at workplaces; and d) What could be the typology framework to address low-high degree of compliance and commitment for improving organisational performance? In order to answer these questions a number of Anglo-Saxon and Nepal literature are reviewed.

This study presents typological framework showing compliance-commitment matrix. Based on this framework a number of new HR mandates recommended for the improvement in the situation of low degree of commitment and compliance affecting level of performance in Nepalese workplaces. This is largely based on collected and published literature rather than perceptions of employees, management and unions. Second, in this paper commitment is understood in terms of overall organisational commitment. Third, although hard and soft HRM perspective seems opposing, for the sake of this paper both of these are incorporated to analyse the issues and develop theories. The typological framework suggested in this paper shows commitment-compliance matrix could

be useful for recommending associated HR mandate to improve organisational performance.

The typological framework is the main contribution of this paper. This framework could be used to undertake research in this area. No researcher has attempted to explain the degree of compliance and commitment of employees at work place. Thus, this paper is valuable for those interested to look at HR practice from a new perspective in order to raise current level of organisational performance.

Keywords: Workplace, Typological framework, Commitment, Compliance, Hard HR, Soft HR, Organisational performance.

Nonverbal Behavior of Sales Personnel towards Customers during Service Encounter

❑ **K. Sri Gayathridevi**
Sr. Lecturer, PSG Institute of Management,
Coimbatore, India.
gayathri.kandavelu@gmail.com

❑ **Dr. D. Sudharani Ravindran**
Prof. and Head, Marketing, PSG Institute of Management,
Coimbatore, India.
sudhas100@yahoo.co.uk

Abstract

The interaction between service employees and customers is commonly referred to as the service encounter. It is an important part of the service delivery process because its elements greatly impact customers' evaluations of service consumption experiences. In a seller-customer interaction both the parties trust one another so that the seller gets his or her money and the customer receives his or her goods. This is because nonverbal cues become central in interactions where one person is trying to persuade or motivate another. Most studies regarding credibility and nonverbal communication have focused on the influence cues of the face and eyes as these are the channels that most gain receivers' attention. Hence nonverbal communication is very important in sales. The sales personnel's nonverbal behavior is unexplored despite its importance in the service encounters. So, the purpose of this paper was to find the importance of nonverbal communication of service personnel in retail clothing sector. Primary data was collected through a structured questionnaire with closed-ended questions. It covered all Kinesics areas like facial expression, eye contact, smile, gestures, body posture, appearance and also other nonverbal behavior like proximity level and voice modulation. The respondents were the customers who visited the shops. Various analytical techniques like Anova, Friedman Test, Kurskal Wallis Test and Correlation were used to analyze the data. The major findings show that the customers rated facial expression, smile, eye contact and friendly behavior to be the most important nonverbal behaviors during sales person-customer interaction. Hence suggestions were also given to help service managers to superintend nonverbal aspects of service personnel during service encounters for successful sales. Important suggestions include training sales personnel to make them understand the importance of nonverbal communication, educating them to attend to their nonverbal cues during their interaction with customers and to make them understand the link between their body language and customers' perceptions

It's not just about Productivity: (UN) Changing Labour Relations Paradigms and Perspectives in Mauritius

❑ **Dr. Anita Ramgutty-Wong**
Associate Prof., Faculty of Law and Management,
University of Mauritius, Mauritius
rwong@uom.ac.mu

Abstract

Traditional concerns about the use and potential abuse of management power and about a new role for trade unions within a context of intense global competition continue to be important, in Mauritius as well as elsewhere. The National Productivity and Competitiveness Council (NPCC) set up a project in 2009 aiming at bringing together labour and management, on the stated premise that the dynamic between productivity and labour-management relations is critical for the survival of enterprises. The objective of the project was to provide a platform for labour and management and to assist in the formulation of new policies. Using the recent nation-wide study on unionism in Mauritius as a starting point of debate, a series of consultations were held with union leaders as well as representatives of the employer group with a view to "change attitudes."

This paper seeks to provide clarification on the state of dialogue and attitudes about unionism in Mauritius. Mauritius is known for its remarkable economic growth and resilience and for its democratic practices since its independence from Britain in 1968, but the state of labour relations in the country has always hung somewhere between the adversarial and the indifferent. The basic ingredients of sound organization-level labour relations being inseparable from the essentials of managing in today's business environment, it was deemed necessary to establish (a) current attitudes and paradigms and (b) gauge the potential for a change in perspective by the different actors of the industrial relations scene. This is the gist of the discussion within this paper, drawing from issues raised and propositions made during the course of surveys and consultations.

Selected empirical findings from the national survey of unions and of management with regard to the attitudes and behaviours of unions and management were used as a backdrop and to "feed" the debates during two full-day workshops held separately with union leaders and with employers. The overall objective of these

consultations was to provide participants with an opportunity to review the build-up of strained employment relations and to arrive at a renegotiated, mutually-beneficial role for each. Each group had the task of drawing up an agenda for action. While the national study used a mix of interviews and questionnaire surveys, the approach used for the consultative workshops was of the problem-solving, reframing type, and included Role Analysis Technique.

It would appear that both parties are agreed on the desirability of more, and more open, communications within the enterprise. Although the management group asks that unions make an extra effort at embracing the organisation's mission and objectives within their agenda, and although the unions express some doubt as to the good will and attitude of managers towards open communication, consensus is clear on two main commitments: (a) that some form of structured, formalized, regular and frequent communication mechanism be set up in every enterprise , with clear guidelines regarding the agenda and the orientation of such communications, and (b) employers genuinely adopt a willingness and an open-minded attitude towards the idea of consultation, that they commit to aligning employee needs with needs of the organization, share information, issues, problems, plans and strategy with the new conviction that such sharing adds value to the management of the business.

In this research we have established an unease with regard to a possibly enlarged role of employees and their unions, and so we propose a new conceptual framework to assist in the transition of labour relations from the traditional role based on "management prerogative" to one that promises more valuable outcomes for individuals, organizations and the country.

Keywords: Mauritius, Labour Relations; Unionism; Productivity

A Quantified Approach to Organizational Performance Measurement in Performance Prism Framework

❑ **Tooraj Karimi**
Department of management, University of Tehran,
Tehran, Iran
t.karimi@nigc-dist3.ir

Abstract

Interest in performance measurement has rocketed during the last few years and frameworks -such as the balanced scorecard, the business excellence model, and activity based costing- each has generated a vast interest. But the issue of multiple stakeholders in public sector in comparison to the focus of the private sector on customers presents difficulties that must be addressed in attempting to adapt private sector approaches in the public sector. In evaluating the range of performance management models, found that only Performance Prism model can cover the needs of multiple stakeholders in the public sector, and also it is able to address the voices of multiple stakeholders within public sector organizations.

Data Envelopment Analysis is a method for estimating efficiencies and in spite of some limitations; it is a robust, standardized and transparent methodology. DEA allows a manager to analyze a relatively large number of inputs and outputs measured on different scales simultaneously.

In this research, performances of different gas transmission services companies as the affiliated organizations of Iran National Gas Company will be studied. After evaluating many frameworks of performance measurement, "performance prism model" as the general framework in the selection of indices has been used and also other pertinent researches for selecting indices have been utilized helpfully. Since gas transmission services Companies composed of some gas compression stations units, therefore in order to analyze data and to compare units and subunits performance in an integrated structure, a DEA-like model has been employed and multiple objective programming has been used with it to improve ranking ability of the model.

Keywords: Performance measurement, Performance Prism, DEA, Gas Transmission Company,

Management Styles: How different is China from the "West"?

❑ **Henrique Schneider**
Swiss Federation of Small and Mdium Enterprises,
Swiss Unniveersity of Applied Sciences, Schweizerischer Gewerbeverband, Switzerland
hschneider@gmx.ch

Abstract

Literature on the differences between Chinese and "western"-style management is plenty. Some authors take insights from culture, history, religion and like in order to promote the following rationale: since China and the West have differences, the respective management-style is different too.

This article challenges this view in three ways:

- The concepts of China and the West are far too general to be taken as a basis for comparing management-styles. They lack homogeneity in the appliance of management as well as in cultural background.
- Management-style depends more on the firm's overall goals and from the personality of managers more than on the cultural background. Since management-tools and concepts are being employed and taught globally, they are also applied globally. They are, however, adapted to a firm's needs and to the capacity of managers.
- The results of an empirical survey conducted in 2010 in the Chinese city of Chongqing shows no significant differences to a similar survey conducted in "the West".

All things considered, this article challenges the view of an east/west divide and explains management-styles in different terms. It especially aims to producing more and better knowledge of adaptive management-styles as well as turning the attention towards an important bun less-known industrial city in China.

Methodically, this paper first discusses the idea of cultural contexts of management, behavior and organizations. Within this, criteria for the delineating of a region will be derived. One of the main insights is that according to the criteria, boundaries will be drawn in the geographical regions, e.g. dividing China

in at least 8 and the West in at least 4 cultural clusters. Next it will be shown that even within these clusters the similarities of styles, methods and tools outweigh the cultural identity. This will be especially shown with the empirical survey contrasting Chongqing with western cities.

Some of the explanations for the similarity in management-styles is global education, global benchmarking, complex supply-chains and overall economic efficiency. All of these factors of influence push for homogeneous practices through similar branches.

This research is new in its main thesis and traditional in its methods.

Marketing Information System (MkIS) on the Business Performance in Small and Medium Enterprises (SMEs) of India: Some Review Findings

❑ **Rahul Hakhu**
Asst. Prof., Department of Business Studies, Baddi University,
Himachal Pradesh, India
rahul.hakhu@yahoo.co.in

Abstract

An attempt has been made in this paper to discuss the impact of Marketing Information System (MkIS) on the business performance in Small and Medium Enterprises (SMEs) of India. Information Technology (IT) is regarded as one of the important management tools for most of the companies in India in the wake of IT revolution and globalization. It is found that the MkIS is used as an effective management tool in forward looking companies to reduce various cost involved with marketing, finance and procuring raw materials. In addition, it provides valuable information to the functional managers and other primary stakeholders about the prospects of sales volume, profit/loss. In India, the government has been providing due emphasis on the growth of the IT as a vehicle for transformation of the agrarian economy to the path of industrialization in the sector of Small and Medium Enterprises (SMEs). IT provides assistance for companies to analyze information timely and accurate use of it by them to register growth rate. SMEs of India now need to identify their strengths and also evolve strategies to strengthen their capabilities in their identified sectors which cannot be achieved on their own and need to be assisted by the IT. In fact, this system enhances the knowledge sharing culture in a corporate organization and optimizes the use of information technology. With a view to enhance the magnitude of sales in a competitive market scenario, mangers of all types of companies in India are trying hard to adopt IT in their organizations.

Academia: An Ideal Practicing ground for Process Consultation

❑ **Neha Gupta**
Researcher, Centre for Leadership, Innovation, and Change,
Indian School of Business, Hyderabad, India
Neha_gupta@isb.edu

In today's era of accelerated change and uncertainty, there is a growing need for teachers to play the role of a facilitator in developing the diagnostic and problem solving skills of the students. This is reflected in the course outlines of several reputed business schools in India and abroad, where the instructors often designate themselves as *facilitators* who encourage students' participation, learning and dissemination of knowledge among the students. A close look at the underlying characteristics of the 'teacher-student' relationship reveals the implicit yet powerful correlation with 'Process Consultation'. This paper attempts to explore the idea of applying process consultation in the educational institutions to foster individual and organizational effectiveness.

The intellectual roots of process consultation can be traced to the concept of group dynamics by Kurt Lewin in 1946. Edgar Schein, credited with the popularization of the term 'process consultation' as well as its use as a consulting tool, viewed it as *'a set of activities on the part of the consultant that help the client to perceive, understand, and act upon the process events that occur in the client's environment in order to improve the situation'*. The process calls for formation of a 'helping relationship' and collaboration between the client and consultant for diagnosing and solving the problem. The joint diagnosis is predicated on the fact that the consultant can rarely learn enough about the intangible and implicit aspects of the organization like culture, power bases, informal networks etc. to design an appropriate intervention.

With extensive literature review and exploratory interviews with Professors at the premier business schools in India including Indian School of Business, the educational institutions emerge as an ideal practising ground for process consultation where the teacher and the students play the role of the consultant and the client respectively. One of the prime objectives of the teacher i.e. to nurture a student's visible and latent potential is congruent to the aim of building client's capability in process consultation. The teacher usually endeavors to develop students' diagnostic and problem solving skills instead of providing readymade

solutions to resolve issues encountered by them. If the teacher doesn't pass on of the problem identification and solving skills to the students, s/he is constricting their ability to tackle problems in her/his absence.

The paper contends that adoption of the role of a process consultant by a teacher has profound implications for the organization, in particular and the society, in general. It will not only help the students grow but also ensure that they have the requisite capability and competence to rectify problems in future on their own. In addition, it improves the effectiveness of the educational institution as well as the society by inculcating the habit of self-reflection, self-correction and self-evaluation in the citizens who can deftly overcome the formidable challenge of managing and implementing change.

Management, Work and Organization

❑ **Faisal Mahmood Ghani**
Advocate and Industrial Relations Advisor, Clifton,
Karachi, Pakistan
faisalmghani@cyber.net.pk

Abstract

The extension of organizational responsibility to the human instrumentality, which served the industrial organization as worker or employee, has widely expanded the horizons of industrial philosophy in Pakistan. Since the evolution of the idea of socialistic pattern of society, the workers as one of the primary constituents of the industrial society have attracted increasing attention from all sections of the community. The emerging trend in the Pakistan Industrial philosophy is towards a greater realization of the fact that for the perfect attainment of industrial socialism, it is of utmost importance to have the whole-hearted co-operation of human factor, which is employed as worker in an enterprise. A rapture in the industrial peace which is vital for accelerating the production of goods and services can be disastrous to the economic growth of the country. We have embarked on a large-scale plan of industrialization in Pakistan. The growth of industry will lead to ever-larger number of industrial workers. Industry can only function satisfactorily if there are good and co-operative relations between workers and management.

Perceptions of Users Regarding Disclosure Practices in India

❑ **Dr. Suprava Sahu**
Asst. Prof. Ravenshaw University,
Cuttack, India
Sahusuprava1@gmail.com

Abstract

Disclosure about the social aspect of a business has assumed great significance in the present scenario. The LPG (Liberalization, Privatization and Globalization) has added fuel to the fire for more and more disclosure. An attempt has been made to ascertain the user's perceptions with regard to the social reporting practices of companies. An effort has also been made to find out the perceptions of users regarding the regulation of accounting in India. For this purpose, a questionnaire was prepared and responses were collected from the users of accounts like academicians, professionals and executives.

Leadership Development Activities

❑ **Beheshtifar M.**
Ph.D Student, KERMAN Islamic AZAD University & Scientific member of Rafsanjan Islamic AZAD University
m.beheshtifar@yahoo.com

❑ **Nekoie Moghadam M.**
Associate Professor & scientific member of Kerman University of Medical Sciences

Abstract

Nowadays, human resource development is considered as a mellow concept in HR field. It is a process for helping personnel to act better in their duties and life. Most organizations are tended to leadership development as a separable subject and as districts of responsibility within organization. Whereas the leadership development plans have been unsuccessful. One reason is that manager's needs are not in accord to organization's needs, and organization has less emphasis on experimental learning. Since individual development means his/her potential growth by self-conscious or self-unconscious learning, therefore leadership development help to managers for learning new skills and knowledge, realizing organizational values, and developing organizational performance. Also leadership development is caused to employees' promotion and progress via nurture of new talents, stimulus in employees by persuade to individual development, save time and cost, and increase customers' satisfaction by relations' improvement. Accordingly, development Systems can be covered a wide scope in organization. They are effective in career management, training and development, performance management, strategic human resource planning, recruitment and selection, and succession planning activities. These factors take priority over the congruence with organizational requirements.

Analyzing Factors Related to Appraisal of Workforce Reduction Scenario and Coping Strategies and their Relations with Background Factors of Survivors: An Exploratory Study

❑ **Sushmita B Waraich**
Ph. D. Scholar at Delhi University, India
sushmita@waraich.net

❑ **Gopa Bhardwaj**
Professor (Deptt. of Psychology), Delhi University.

Abstract

The world of work, today, is undergoing a lot of changes and is full of uncertainties. Lifetime employment is a thing of the past now. Since the 90's the corporate sector has been undergoing what we may call – downsizing, layoffs, resizing or rationalization. The purpose of the current study was to explore the degree of association between background factors of survivors in a workforce reduction scenario and factors related to appraisal of the scenario and coping strategies resorted to, by them. 208 executives belonging to four organizations in the manufacturing sector (in Delhi and NCR), where workforce reduction had taken place in the past 2-9 years before the data collection, were taken into account. These survivor respondents had witnessed workforce reduction in their organizations. The findings of the study suggested that age, level in the organizational hierarchy, work experience and pay of the survivors were significantly related with factors of appraisal and coping. Looking at the appraisal factors participation in decision making was the one which was positively and significantly related with all the above background factors. Among the coping factors, help seeking coping strategy was negatively and significantly related with designation and pay. This paper will be supplemented with other findings (from studies conducted by the authors) related to workforce reduction on the same sample.

Performance Management System with Performance Management Controlling Tools in Pakistan

❑ **Muneeb Ali**
National University of Sciences and Technology,
Dept. of Engineering Management, Pakistan
muneeb554638@gmail.com

❑ **Prof. Dr. Muhammad Abbas Choudhary**
National University of Sciences and Technology,
Dept. of Engineering Management, Pakistan
mabbas@ceme.edu.pk

Abstract

Managing employees' performance and implementing the performance management system effectively is one of the most complex and challenging issues companies are facing today. At present, engineering services organizations of Pakistan are using empirical approach to predict performance requirements for forthcoming fiscal years using generic performance management patterns. There is a worth mentioning need to identify that how effectively engineering services organizations plan and implement the performance management system to retain the best talent, skills and knowledge to achieve the desired performance outcomes? The paper focused on performance perspective attributes which have strong influence on the effectiveness of the organizational performance management system and performance appraisal process in engineering services organizations. The conclusive data analysis was carried out which resulted that the existing performance management system of sample engineering services organizations is ineffective in retaining best talent. Time devotion chart, Absenteeism rate bar graph, Stability index histogram, Retention profile, Cumulative defects causes chart were formulated as performance management controlling tools which have not yet been introduced as performance controlling tools and improved performance management system is suggested which would help in the betterment of performance management to improve approach of people management with regard to their specific objectives.

Keywords: Performance management, people management, performance reviews, performance criterion, performance setting, performance feedback.

Trust in Organizations – Study on New Dimensions

❑ **Dr Katarzyna Krot,**
Technical University in Białystok, Poland
katarzynakrot@pb.edu.pl

Abstract

The development of new theories explaining the competitiveness of the firm, the knowledge-based view of the firm and the theory of social capital create a room for a research tradition combining currently distinct theoretical approaches and emphasize the role of trust as the basic merit in any human interaction (Blomqvist, 1997).

Importance of trust rises in the situation when more and more potential choices are available. To select from alternatives it is often necessary to relate to trust (Sztompka, 2007). Morgan states trust and engagement are the essential elements of creating relations (Morgan, 2000). Trust, by keeping our mind open to all evidence, secures communication and dialogue. The role of trust is cooperation and collective action among people to achieve common goals. Trust development is one of the main conditions of effective cooperation among people, groups and organizations (Ashleigh and Nandhakumar, 2007; Rousseau et al., 1998). Trust is also a factor that is often identified as having an influence on knowledge acquisition and knowledge dissemination processes (Loon Hoe, 2007; Sveiby and Simons 2002). Cooperation, supported by trust, enables developing innovative solution and creativity. Hence research on organizational trust has more and more impact on interest of researchers.

According to Tzafrir and Eitam-Meilik trust as the willingness to increase the resources invested in another party, based on positive expectations resulting from past positive mutual interactions (Tzafrir and Eitam-Meilik, 2005). Trust is the decision to rely on another party under a condition of risk (Currall and Epstein, 2003). In consequence trust in an organization is a global evaluation of an organization's trustworthiness as perceived by the employee (the trustor). It is also the employee's belief that the organization will perform an action that is beneficial, or at least not detrimental to him or her (Tan and Tan, 2000). McElroy suggested that trust creates added value in an organization and it is a key factor that transfers information and the development of new knowledge (McElroy, 2002).

Organisational trust may be directed inside organisation – that is trust in co-workers, technology and IT systems implemented in the organisation (internal trust) and directed outside organisation – trust between cooperating institutions (partners – external trust) (Yan Zhang et al., 2008). Trust can be also investigated on: the individual level - trust that is developed when employees first interact with someone new to the person, the group level where trust enriches relationships and develops cooperation or commitment and the organisation level - trust that influences co-ordination and control, and helps to overcome individual and organisational inadequacies (Connell et al., 2003; Loon Hoe 2007). The group level of trust leads to sharing and improving knowledge. It consists of lateral trust that refers to relationships between the employee and other co-workers and vertical trust that refers to employee trust of the immediate supervisor, subordinates and senior management (Loon Hoe, 2007).

Most of the research on organizational trust has focused on trust in a direct leader, such as supervisor, manager, or work-group leader (vertical trust) (Aryee et al., 2002; Tan and Tan, 2000; Dirks and Ferrin, 2001; Tan and Lim, 2009). This strongly suggests that the examination of trust in coworkers (horizontal trust) can add another perspective to the existing literature, which is dominated by studies of vertical relationships. Following the definition that Mayer, Davis and Schoorman, (1995) provided, trust in coworkers is the willingness of a person to be vulnerable to the actions of fellow coworkers whose behavior and actions that person cannot control. Similar to the definition of trust in coworkers, trust in organizations (institutional trust) is an employee's willingness to be vulnerable to the actions of the organization, whose behavior and actions he or she cannot control (Mayer et al., 1995; Tan and Lim 2009).

Trust forms the organisational foundations for effective communication, employee retention, employee motivation, and contribution of discretionary energy, the extra effort that people voluntarily invest in work. When trust exists in an organisation or in a relationship, everything is easier and more comfortable to achieve.

The purpose of the article is to define the level of trust of employees in employer: as an organization (institutional trust), supervisors (vertical trust) and coworkers (horizontal trust). Multidimensional character of trust may be a result of the very different conceptualizations of trust in the studies. Vertical trust or horizontal trust could manifest itself by new dimensions. Therefore the other intention is to explore new dimensions of each kind of trust (institutional, vertical and horizontal trust).

To reach those purposes it has been necessary to perform field research in the form of survey among employees of enterprises located in podlaski (north-eastern Poland) and malopolski (southern Poland) voivodeship. Respondents will be researched by using questionnaire. In order to avoid potential negative influence employers and co-workers could have on respondents' opinions the survey will be conducted out of their work place. Trust Assessment Scale verified by employees of Wichita State University (http://www.selfhelpnetwork.wichita.edu/) and Tzafrir and Dolan's Trust Scale (Tzafrir and Gur, 2007) adjusted to Polish conditions, will be used in the questionnaire in order to perform the research on the issue of trust.

Keywords: institutional, vertical, horizontal trust, Poland

A Unified Theory of Social Enterprise – A Kaleidoscopic Review

❑ **Prof. Amalesh Bhowal**
Department of Commerce, Assam University, [A Central University],
India profabhowal@gmail.com,

Abstract

The Unified Theory of social entrepreneurship attempted to go in for overall conceptual framework ties it all together in a comprehensive way. The purpose of the proposed theory was to offer the general outlines of such a framework. The basic connotation was the fusion of the basic economics paradigm of supply and demand as applied to social enterprise. The present paper attempted to have a kaleidoscopic review of the proposed Unified Theory with respect to dimensions like products sold, Demand for social entrepreneurship, Supply of Social entrepreneurship and Equilibrium of Demand-supply of social entrepreneurship and identified research gaps in the proposed theory.

Key words: Social entrepreneurship, Unified Theory, Value Creation, Value Appropriation

A Study of Total Quality Management and Patient Satisfaction in ISO Certified and Non Certified Health Care Units

❑ **Dr. Surekha Rana,**
Associate Prof. Department of Management Studies,
(IInd Campus Gurukul Kangri University,Haridwar), Uttarakhand, India.
surekharana@rediffmail.com

❑ **Dr. Nutan Jha**
Asst. Prof., Department of Management Studies, Kanya Gurukul,
Dehradun, India.
nutanrajeev@gmail.com

Abstract

The perception and expectation of patients regarding the quality of medical care, general satisfaction has been assessed in the present research paper. This article reports the findings of a survey aimed at understanding the relationship between patient satisfaction and total quality management in ISO certified hospital and non-certified hospitals. In this empirical study sample comprised of 196 patients and doctors each from five ISO certified hospitals and non-certified hospitals. Data for the study were acquired using two different structured questionnaires; (i) Customer satisfaction Instrument, and (ii) Continuous quality improvement (CQI). The study captures the relationship between vision, leadership, resources, momentum, teamwork, training, and outcome with behavior of doctors and medical assistants, quality of administration. Data were analyzed with the help of Chi Square-test. Significant difference in the relationship between TQM and customer satisfaction is observed in certified hospitals and private hospitals .Based on findings article suggests that hospitals should go in for ISO certification process.

Key words: Patient satisfaction, Total Quality Management, Health services, ISO certified hospital.

Factors Determining Non Performing Assets: A Comparative Study on Public and Private Sector Banks in India

❑ **Divya Gupta**
Asst. Prof., Institute of Management & Information Science, Bhubaneswar
divya83_g@yahoo.com

❑ **S. S. Ahmed**
Asst. Prof., Institute of Management & Information Science, Bhubaneswar
sahed.ahmed@gmail.com

Abstract

Non-performing Assets (NPAs) have been a threat for the banking sectors across all nations in the world, including India. They have detrimental effect on the performance and profitability of commercial banks. Persistence of bad loans beyond the acceptable limits may even lead to the extinction of banking companies. The issue has attained more significance keeping in view the impact of global meltdown on the asset quality of banks. This study attempts to study the trend of NPAs in Indian banking industry during the recessionary period. It also makes an effort to identify the critical factors, which are responsible for the rise in the bad loans. And finally, the paper makes a comparative analysis of the NPA levels in Indian private and public sector banks. The study covers the period from 2006-07 to 2008-09. It is based upon the secondary data collected from various RBI publications. OLS Model has been used to test the influence of the predicting variables that include Advances, Interest income, deposits and public-private on assessing the non performing assets of banks. The study reveals that Net advances, Interest income and deposits do not significantly affect the NPAs in a bank.

Key words: Indian Banking Industry, Non- performing Assets, Public Sector Banks, Private Sector Banks.

A Case Study on Implication of Change Management Practices at G. Kuppuswamy Naidu Memorial Hospital, Coimbatore

❑ **Dr. Vimala Sanjeevkumar**
Visiting Associate professor, University of Utara Malaysia
sanjeevcv2000@gmail.com

❑ **Dr. V. Latha**

Principal-DJ Academy for Excellence,
Pollachi Road, Coimbatore
vldjame@gmail.com

Abstract

Change management has received considerable attention in human resource management. First its theoretical contributions can be categorized into three broad areas, a key to integrative mechanism. Second, change management has been identified as a means of enhancing organizations control over employees, constructing a consistent statement of managerial expectations, and promoting a unitary view of the organization Third, change management is held to be an important driver in determining valuable outputs such as employee commitments. Identification by employee with the organization in terms of adherence to its values, goals and desired behavior is assumed to bring about strong culture and be conductive to organizational success.

The research in GKNM Hospital infered that people are highly motivated with sense of belonging and compensation and Incentive. Since many respondents have more years of service in the hospital, obviously they are loyal and have more of belongingness towards the hospital. The incentive and compensation factor favored first among the motivational factors. GKNM Hospital drafted a plan for productivity-based incentive for its employees. The factors being practiced in GKNM hospital are Teamwork, Innovation, and Training procedure, Performance Appraisal, Policy and Communication. Respondents prefer and favor the above factors has got impact on change in the hospital.

Team building activities and teambuilding sessions are formulated and directed towards task accomplishment, interpersonal relationship etc. Goals and priorities are set in the hospital and analyze the way the work is performed.

Interdependency Exercises were suggested in order to improve the co-operation among the doctors and HOD's, in their department.

When appreciative interventions were underway, grievances have dipped. In the follow-up study, the doctors were more empowered. It also took a long-term effort to make it possible and successful. Four elements were considered inappreciative inquiry. It is otherwise called 4D ' cycle. The Factor analysis also states that the communication, Policies and Technology are to be given due importance. Factors applied to all concerned: Respondents favor first for systematic approach, Social Background and Change agent in order to facilitate change in GKNM Hospital. The focus is towards GKNMM Hospital with common 'Charter", While imparting change w.r.t. People, Technology, Process or Structure.

Change Agent is considered as a very important factor. Change Agent focuses on dealing with difficult people, conducting appraisals, imparting interventions etc. The main functions of change agent are a) Reframe the future) Built commitment c) Teach and Learn d) Built community e) Balance paradox.

Management Education - Changing Expectations of Corporate – An Indian Scenario

❑ **Prof. Shailesh O. Kediya**
Datta Meghe Institute of Engineering Technology & Research, Sawangi (Meghe), Wardha
Ked_sk@rediffmail.com , Kediya.shailesh@gmail.com

Abstract

Globalization has changed the expectations of corporate from business graduates. Corporate want more focused, technically competent, visionary and ethically sound manpower at managerial cadre. Expectations are beyond these points. Corporate also want students to be adaptive to rapid changes. Because this is the world where "today's best is not good enough for tomorrow."

On other hand most of the B-schools are remaining rigid and inflexible towards changing business scenario. They care about their results than transforming students towards industry expectations. This is the era where classroom teaching is not sufficient. MBA education is beyond lecture. It's not about mugging concepts; it's about questioning the relevance of those concepts in today's era. It is felt that most of the B-schools don't understand what is expected from them by the corporate?

This paper studies the gap between corporate expectations and B-school delivery. The paper would also provide measures to fill the gap.

How to Combine Rapid Optimization with Sustainable Development of Organizations: The Complementary Model to Organizational Development

❑ **Ulrich Königswieser**
❑ **Adrienne B. Schmidtborn**
adrienne.schmidtborn@koenigswieser.net

Global developments like internationalization of businesses, increasing competition, the economic crisis, business process outsourcing or stronger shareholder value orientation are leading to a fundamental contradiction both, organizational leaders and consultants, are facing today: on the one hand maintenance of organizational success often implies a need for rapid optimization on the other hand there is necessity for sustainable organizational development in order to deal with future challenges. The complementary model for organizational development, is an approach designed to meet this contradiction by combining know-how of both business and systemic processes. Interventions based on this model help to align a company´s vision with its strategy, structure and culture by combining relevant hard and soft factors. This approach can be used in diverse situations of organizational change – e.g. reorganizations, internationalization of companies, mergers & acquisitions – that call for both, rapid change (e.g. in order to meet business goals) and sustainable development (e.g. in order to maintain commitment of employees).

Based on a real-life case study – a rapid and sustainable reorganization of a Company with more than 10.000 employees – the authors will share their experiences in using this approach. The architecture of this project gives an insight in interventions for organizational development like complementary systems diagnosis, steering committees, reflection platforms, sounding boards, top-management coaching or complementary staffing of change teams. By discussing and reflecting the success factors and pitfalls using this model a new perspective on how to meet today´s business challenges is opened up.

Corporate Governance and CSR- creating a synergy for sustainable development

Socially Relevant Project @ SDMIMD

❑ **Malathi Sriram**
Associate Prof. SDM Institute for Management Development,
Mysore, India
malathi@sdmimd.ac.in

❑ **Mohamed Minhaj**
Asst. Prof., SDM Institute for Management Development,
Mysore, India
mminhaj@sdmimd.ac.in

Abstract

B-Schools are in the process of continuously improving their curriculum and the pedagogy. Thinking innovatively has become the norm of the day, in any field. As so is the case in B-schools. With many B-schools jostling to find a place in the sea of management education, it becomes imperative for B-schools to find a differentiator that will set it apart from the others in the crowd. Many B-schools all over the world and especially the ones in India and the South-East Asia, are bringing differentiators for the Post-Graduate programs that they offer. Courses that have social-relevance and giving-back-to-the-society, is the theme of the paper. Many B-schools partially or in totality have offerings that bring these aspects. The paper looks at these schools and the related courses they offer. One such differentiator-initiative taken by SDMIMD was to introduce a two-credit course as part of their Post Graduate Diploma in Management (PGDM). The course strives to bring in the societal values into the management realm. How is a manager made into a well-rounded person overall, who would be sensitive to society needs and respond accordingly and putting into use their managerial skills that they learn? How this course operated and what are the benefits at the end of the course iterations? These are some of the questions that the paper attempts to bring forth.

Key words: Social Responsibility, Management Education, Innovation

Leading Change: The winning Edge for Global Competitiveness

❑ **Dr. Poonam Puri**
Associate Prof., Institute of Management Studies, Bundelkhand University, Jhansi, India.
poonampuri_bu@yahoo.com

Abstract

Globalization has made the world boundary-less, by creating an interaction and integration among the people, organizations, and different countries, giving a faster pace to the international trade and investment, aided by information technology. This process has created a challenge for the business organizations to STAY PUT WHERE THEY ARE. The Economic Reforms of 1990s (LPG – Liberalization, Privatization and Globalization) in India have opened the economy, domestically and internationally. The global giants are taking advantage of these new opportunities in India as well as in other foreign markets, and are aggressive as never before. All this has created a challenge for not only the smaller players in the industry but also for the giants. And the key to meeting these challenges is – "Run As Fast As You Can To Stay Where You Are" and further it can be supported by the paradigm that either Excel or Exit. To survive one has to strive and thrive to prove the Darwin's principle of Survival of the fittest, which has now been transformed into survival of the Fastest and this theory has lately been transformed into survival of the most competitive. Therefore, no organization can achieve world class excellence without resistance to and management of various issues relating to its work culture and environment and changes thereof. In their present day the managers have to either EXCEL OR EXIT. The organizations constantly working towards excellence are there to stay. Since the initialization of economic activities and trade cycles, participation of human resource has been the source as well as application of complexities.

This paper is an effort to make a conceptual study of the factors that give the competitive edge to the winning organizations in this era of global competition where right from the employee to the customer to the markets is global.

KNOWLEDGE MANAGEMENT

A Proposed Quality Management System Model for Nursing Education Institutions

❑ **Prof. Dr. Cyruz Polero Tuppal,**
Arellano University College of Nursing, Jose Abad Santos Campus Pasay, Philippines
cyruz_tuppal@yahoo.com

Abstract

The demand for higher education has increased worldwide and the response has been an impressive expansion of educational offerings both within and across countries. Given the deepening global nursing shortage, many countries are seeking ways to increase the number of qualified nurses within their own borders (Carty, Moss, Al-Zayyer, Kowitlatwakul, & Arietti, 2007). Therefore, National League for Nursing (2003) provided a clear and compelling directive for nursing education. It recommended dramatic reform and innovation in nursing education to create and shape the future of nursing practice in all levels of nursing education that are flexible, responsive to students' needs, collaborative, and integrate current technology. Faculty, students, consumers and nursing personnel must work in partnership to design innovative educational systems that meet the needs of the healthcare delivery system now and in the future. In this context, there is a dearth in evidence on the impact of quality management system to school and student outcomes. It can also be inferred that not much work has been done to determine how faculty and school profiles, school characteristics and quality management system influence performance measures of nursing education institutions on NLE school performance and employability of the graduates. No quality management system model has been proposed utilizing significant findings from an outcome studies that can be used as an operational framework in a given nursing education institutions, hence, the study was undertaken. The study utilized the descriptive research design. Samples of the study were faculty members conveniently selected from private, and public nursing education institutions (N=530). A questionnaire survey was the primary tool used that undergone test-retest reliability. 0.91 reliability correlation coefficients were noted, thus instruments were highly reliable. Panel of experts were consulted to validate the survey constructs. The research tool comprised of four parts. Multiple regression analysis stepwise procedure with entry and removal values of 0.05 and 0.10 respectively was used to treat the data.

There was an positive association of the highest education completed on quality and performance measures. Doctoral and post-doctoral level in nursing are needed to enhance quality of care, improve health outcomes and contribute to the further development of the nursing discipline advancing nursing, nursing knowledge and evidence-based practice in clinical settings. Position in the workplace, years in the institution, monthly income directly influence performance of most faculty members due to the motivation. School type, School management structure and organization, Teaching methodologies and resources, effective classroom management, effective supervision of instruction & administrators, Student services and support program, also directly influence the performance measures as noted in most institutions. Accreditation ensures a basic level of quality in the education one receives from an institution that supported the findings of the study and provides an assurance that the educational activities of an accredited institution or program have been found to be satisfactory and, therefore, meet the needs of the students and a prerequisite in many cases for undertaking licensure for a profession. Moreover, leadership revealed of direct influence and an important indicator of quality. This leadership supports and rewards faculty collaboration for teaching, scholarship, and service. Effective leaders create an environment that encourages faculty and staff to engage in reflective thinking and critical analysis of professional contributions and program outcomes. The main limitation of this study is that it did not include all nursing education institutions nationwide. Longitudinal study for a 5 and 10 year period of school outcomes and performance evaluation in classroom and clinical would also measure the school progress in national licensure examination and employability of graduates.

Role of HR and Communication in the Knowledge based Economy

❑ **Dhruba Lal Pandey**
Central Department of Management, Kirtipur, Kathmandu, Nepal
p.dhruba@yahoo.com

Abstract

Knowledge based capabilities are the key factors for gaining competitive advantages. In the firms, people's knowledge and innovative capabilities are the important factors of strategic potential and organizations that excel in attracting, creating and managing. In the recent years HRM is able to demonstrate its position as a strategic partner to executive management. The rise of the knowledge economy has a proliferation of information and communication technologies, the growth of virtual and global organizations and rapid change. The purpose of the study is to see the relationship between information technology and Human resources and innovation and relation of innovation with knowledge based economy competitiveness.

This study used the structured questionnaire to collect the opinion of the managerial employees about the increase in the competitiveness after innovation. This relationship was seen on the basis of regression analysis As well this study used the secondary data of some banking organization whether the sustained competitiveness increased after the innovation or not. This work uses the regression model to see the relationship.

The results found that an open innovation system was the key to the KBE competitiveness and effective communication system and excellent HR contributes to innovation and sustained competitive advantages in the knowledge based economy.

This work is a based on the opinion analysis and analysis of the few years' data before and after the innovation to see the effect in the knowledge based organizational performance. Further researchers can undertake the research based on the longitudinal data. This study is based on the banking sector but further research can be undertaken in the other service sector.

This study is testing the relationship between information technology and human resource and innovation as well the banking sectors' performance and competitive advantages in KBE. The author believes that this work is valuable to the banking sector of Nepal to know the issues and practices of HR and efficient information system in the KBE.

Management Information Systems (MIS) in Decision Making: A Study on Banking Sector of Bangladesh

❑ **Mohammad Mizenur Rahaman**
Ph. D. student, Dept. of Management Information Systems, University of Dhaka, Bangladesh
Mizzen_397@yahoo.com

Abstract

In global business environment, competitiveness is the most essential factor that must be kept in mind to be successful one. MIS has potential to use as decision making tool in the service organization for taking right decisions at right time and right place by analyzing the surrounding situations with the help of different information systems in global competitive environment. Success of service organization predominantly depends on the swift customer service, quick response, and keeps in touch with customers that enhance customer loyalty in service organization. In the fierce competitive business world, service sector may avail competitive advantage through proper customer care, quick decision while MIS would assist to the manager to track the quick decision-making process in service organization. Many of the developed nations already used IS for prompt decision in the managerial level of service sectors but developing country like Bangladesh far behind from proper utilization of information systems in potential sectors like banking, tourism, education, health care and telecommunication etc. This paper will use mixed research methods to identify the level of application of MIS and to describe a framework to highlight how generic management information systems can be made more useful to managerial decision making in service sectors especially in banking sector of Bangladesh.

Key words: Information Systems, Decision Making, Competitive Advantage, Customer Loyalty, Service Sectors

Communities of Practice: An Influencing Factor for Effective Knowledge Transfer in Organizations

❑ **Dr. R. Krishnaveni**
Professor, PSG Institute of Management, PSG College of Technology,
Tamil Nadu, India.
krishnavenirm10@gmail.com

❑ **Ms. R. Sujatha**
Lecturer, PSG Institute of Management, PSG College of Technology,
Tamil Nadu, India
sujatha_psgim@yahoo.co.in

Abstract

The part played by knowledge in work performance is gaining greater prominence in this highly competitive business world. Organizations efforts are directed to be more productive and effective so as to face the challenges and opportunities brought by globalization and knowledge-based economy. For managing their intellectual capital and also to utilize the resource "Knowledge" more efficiently, number of organizations has introduced Knowledge Management Systems in their organizations.

Though explicit knowledge capture and transfer was quite possible, tacit knowledge was still a challenge for organization experts to capture and transfer the same to appropriate individuals. It is this knowledge which is non-verbalized, intuitive and unarticulated which is much more complicated and requires efficient transfer methods. It was claimed that extensive tacit knowledge is possible through personal contact and trust. Techniques like interviewing experts, learning by being told, observation, action learning and road maps were tried out by organizations.

In line with this, the concept of Communities of Practice (CoP) in Knowledge Management is becoming increasingly popular to make social interactions more formal and organized. CoP refers to informal groups of people bound together by a common purpose. In these communities, members are provided opportunity to share their best practices, which are commonly implicit in nature. CoPs are gradually being seen as a means to promote and enhance learning and knowledge sharing in organizations.

However, knowledge sharing in Communities of Practice has not been fully researched yet. The purpose of this paper is to review the relationship between Knowledge Management and CoPs and examine how it can influence the knowledge sharing process in organizations.

Green Marketing Initiatives of the Indian Corporate: An Empirical Study

❑ **P. Marishkumar**
Lecturer, V.M.K.V. Engineering College, Vinayaka Missions University,
Tamil Nadu, India.
mailmarish@gmail.com

❑ **B. Rajnarayanan**
Lecturer, V.M.K.V. Engineering College, Vinayaka Missions University,
Tamil Nadu, India.
rajsachin_100@rediffmail.com

Abstract

Environmentalism has emerged as a worldwide phenomenon. In today's business world, environmental issues play an important role in marketing. All most all the governments around the world have concerned about green marketing activities. This paper introduces the terms and concepts of green marketing and briefly discusses why going green is important. Moreover, the paper makes an assessment on the perception of the consumers towards the green marketing initiatives of the Indian corporates.

With the human wants escalating heavily, the resources are decreasing. Hence it has become mandatory for the marketers across the globe to use the resources efficiently and not waste them under any circumstances. World wide surveys indicate that consumers globally are changing their behaviour towards products and services. Green marketing is almost inevitable as the market for socially responsible products is increasing greatly. In this context, an attempt was made to assess the perception of 300 consumers about the green marketing initiatives of the Indian corporates.

The study reveals that though green marketing is becoming increasingly popular most companies are not segmenting their target markets in accordance with consumers' environmental attitude. The green market strategies differ for each company depending upon their objectives, resources and competitive advantages. Finally, financial benefits, and the possibility of gaining a competitive advantage, are the foremost incentives for implementing green measures. "Green seems it's a ploy for people to buy things," say most consumers. "Manufacturers sometimes think we are stupid or gullible," says some consumer.

The obvious assumption of green marketing is that potential consumers will view a product or service's "greenness" as a benefit and base their buying decision accordingly. Green marketing is still in its infancy and a lot of research is to be done on green marketing to fully explore its potential.

Ultimately most waste produced will enter the waste stream, therefore to be environmentally responsible organizations should attempt to minimize their waste, rather than find "appropriate" uses for it. Man has limited resources on the earth, with which he must attempt to provide for the worlds' unlimited wants. In markets, where there is "freedom of choice", it has generally been accepted that individuals and organizations have the right to attempt to have their wants satisfied. As firms face limited natural resources, they must develop alternative ways of satisfying these unlimited wants. Ultimately green marketing looks at how marketing activities utilize these limited resources, while satisfying consumers wants, both of individuals and industry, as well as achieving the selling organization's objectives.

Green marketing should not neglect the economic aspect of marketing. Marketers need to understand the implications of green marketing. When the customers are not concerned about environmental issues or will not pay a premium for products that are more eco-responsible, the corporates have to think about it.

Keywords: Green marketing, Eco-marketing, Environmental marketing.

Corporate Social Responsibility - Some Reflections Related to Labour Rights

❑ **TOSELLI, Carlos Alberto**
Labour Chamber Judge, Córdoba Judiciary Power, Argentina, Córdoba's National University
ctosell@fibertel.com.ar or ctoselli@justiciacordoba.gov.ar

❑ **ULLA, Alicia Graciela**
Conciliation Judge – Córdoba Judiciary Power - Argentina
aulla@justiciacordoba.gov.ar

Abstract

1. Introduction

Globalization phenomena produces changes in:

1.1. Traditional concept of Enterprise. (fragmentation, subsidiaries, contractors, subcontractors) .

1.2. Production's processes and methods (new high technologies)

1.3.1. Labour relationships: bond becomes commercial reaching the point where the principal instead of being "employer" turns into a "customer" (sometimes the only one).

1.3.2 Technologies and worldwide corporate location produces changes in traditional model of labour contract (for instance tele-working).

1.4. New concept of State's Regulation: due to placing of multinational companies beyond frontiers.

1.4.1. Effects on labour contract: States' internal rules are avoided (laws and collective bargaining)

1.4.2. Which is the function of ILO?. Fundamental labour principles and rights. Impact on worldwide regulations.

2. Paradox of globalization

Multinational companies are who set the standards of Corporate Social Responsibility.

2.1.. Cause: Social consequences due to marketing and propaganda increase the importance of trade mark's value more than the humanist aim of work conceived as an instrument of human improvement or an altruistic concern in order to achieve mankind welfare.

3. What is Social Responsibility in Business?.

3.1. Management Behaviour Codes:

3.1.1. Business Ethics fit all related enterprises reaching workers of underdeveloped countries.

3.1.2. Need to overcome mere unilateral declarations that only concerns propaganda or marketing effects.

3.1.3. Commercial relationships subjected to strong compromise of observance from related enterprises based on the idea that trade mark assures certain common labour standards.

3.2. Global International Agreements set general regulation for the activity, with the participation of regional unions in order to bargain with enterprises placed in more than one country, to allow similar working conditions, such as in the productive field are the regulation ISO 9000 and ISO 14.000

4. Mechanisms of observance and surveillance

4.1. Fulfilment depends mainly on willingness and unilateral assumption from corporation, meaning a kind of "auto certify" of compliance.

4.2. Trade Unions' control and international collective bargaining may be powerful ways in order to get global international agreements between multinational corporations and international trade unions.

5. Conclusion:

It is easily acknowledged that fulfilment of these rules in both cases –contained in Ethic Behaviours Codes or in Global International Agreements- in spite that they can be a determining factor at the time of selecting a commercial bond, is subjected to the unilateral and willingness assumption from core corporation and depends

basically on auto determination and self control. It seems that only harsh competition to win the market may act as an incentive to obey those rules.

Nevertheless from a renewed focus of Corporate Social Responsibility, considered as an instrument of competitiveness it can be conceived as a way to increase profits.

By other side, the need to obtain profit may generate new ways of "labour violence", such as "burning" or "mobbing" that not only affect workers but are a source of inconveniences for corporations.

Perhaps similar tools used in marketing would allow to build a new paradigm through measures like "social labels", altogether with social balance or management quality certifications, to forecast in the near future an approach to ILO's notion of "decent work".

Utilizing Effective Tools for Identifying Ideas and Potential Framework for Innovation Management

❑ **R. Naveen Kumar**
Sr. Engineer, TVS Motor Ltd., Hosur, India
r.naveenkumar@tvsmotor.co.in

Abstract

Moore's law states that by 2020, existing technologies will have peaked and our current technology providers and manufacturers may become obsolete if we don't find new technologies to take us further. This calls for the firms in all sectors to consider their importance on innovation strategies. Currently innovation is highly valued by all companies, and most organizations continuously spend aggressively to pursue it. In a recent 2008 BCG survey of CEOs over 66% named innovation as a top strategic priority. They believe innovation strategy is important for their future success, expand customer base, reduce waste, cost-cut, increase profits & productivity, create economic wealth and prevent mankind & environment.

Certain factors that drive down return on investment of innovations in organizations are: no metrics and measurement, absence of Innovation integrated culture, lengthy development time, difficulty in selecting right ideas to commercialise, lack of internal co-ordination, lack of insight into customers, shortage of great ideas, inability to market and publicize their products, lack of sufficient support from leader and management, risk averse corporate culture, and Compensation not tied to innovation results. Adopting a systematic methodology of innovation management in a firm can control all the above-mentioned reasons for failure of innovation.

Any innovation starts with a brilliant idea and any firm should utilize an effective tool to capture the ideas that can be converted into innovation. Some of the tools a firm can use are: Customer Satisfaction Survey, VOC – Voice of Customer, Dealer Interaction, Benchmarking, Value Engineering, Field Employee Interaction, Quality Issues, Target Costing, Kaizen Improvement, Horizontal Deployment, and Simulation at customer usage condition.

An admired idea is one that integrates more values and attributes to the firm and the product. Here management should identify right ideas that can integrate critical values. This can be achieved by using "Buyer-Utility Map methodology".

The buyer utility map helps to get managers thinking from the right perspective. It outlines all the levers companies can pull to deliver utility to customers as well as the different experiences customers can have of a product or service. This lets managers identify the full range of utility propositions that a product or service can offer. After choosing right ideas the company should create a win-win situation for both customer and company by internal co-ordination and focusing company wide efforts towards this innovation.

"Passion starts with vague ideas" a sustained innovation driven firm integrates a high level of social responsibility with sustained innovation strategies, which bring benefit to society in form of consumers and to stakeholders. Sustained innovation firm creates great opportunities in society.

Innovation & Management
Change Management Innovations

❑ **Dr. Vimala Sanjeevkumar**
Business Studies Department, Salalah College of Technology,
Sultanate of Oman
sanjeevcv2000@gmail.com

❑ **Mr. K.Mansoor Ali Khan**
maks.2k7@gmail.com

Abstract

"It is not the strongest who survive, nor the most intelligent but those who are most responsive to change" **- Darwin.**

Change Management is claimed to be the area of Human Resource Management, which can make the greatest impact on organization performance. Change has become ephemeral every where- be it economy, politics, business, and environment and so on. The changing environment of HRM includes workforce diversity, economic and technological change, globalization, organizational restructuring, and changes in the nature of jobs and work and so on. Change management has received considerable attention in human resource management. First its theoretical contributions can be categorized into three broad areas, a key to integrative mechanism. Second, change management has been identified as a means of enhancing organizations control over employees, constructing a consistent statement of managerial expectations, and promoting a unitary view of the organization Third, change management is held to be an important driver in determining valuable outputs such as employee commitments. Identification by employee with the organization in terms of adherence to its values, goals and desired behaviors is assumed to bring about strong culture and be conductive to organizational success.

A strong and effective organization must be able to both pro act and react with flexibility to changing environmental demands. The three dimensions in which it can make change efforts are structure, technology and people. Change Management can be viewed from two perspectives- from those implementing the change and from the recipients of change. The view of change management varies dramatically. The manager's perspective on the change is result oriented. They are aware of the business issues facing the organization and are accountable for the

financial performance of the company. When a change is needed they require action quickly.

In many cases business leaders must weigh the return on investment of this change as compared to other strategic initiatives in the company. When changes are made, many employees lack the broader context or knowledge base of why the change is being made. They do not share the same accountabilities as managers. How the change will impact them personally?

- Employees resist change
- Valued personnel leave the organization
- Critical projects are delayed

Many organizations learned the hard way through failed projects. They learned that change management is not something addressed after the fact. Change management is the effective management of a business change such that executive leaders, managers and front line employees work in concert to successfully implement the needed process, technology or organizational changes. For organizational change, management will need to build knowledge and abilities in the following areas:

- Change management Team structures and role
- Critical barriers in implementing change
- Change management Planning and Strategies
- Managing Employee Resistance
- Creating Communicative plans, Training and Educational programmes

Organizations fail due to the lack of effective change management than any other single reason. Teams that ignore change management cite this as one of the "most important lessons learned" during their project.

An Analytical Study of Information Contents in Corporate Financial Statements

❑ **Manoj Kumar Jain**
Faculty member, Royal School of Business,
Guwahati - Assam - India

❑ **Dr. Pradeep K. Jain**
Associate Prof., Dept. of Business Administration, Gauhati University,
Guwahati-Assam India
pkjain60@gmail.com

Abstract

Financial Statements provide information about an enterprise's revenues, expenses, assets, liabilities, equity and cash flows. The basic components of financial statements are: Balance sheet, Income statement, Cash flow statement, and Notes and supplementary schedules. The numbers reported in financial statements are a function, in part, of the accounting methods chosen by the firm within accepted frame work of GAAP (Generally accepted accounting principles). GAAP requires an entity to disclose certain minimum amount of information specified by applicable laws, accounting standards, accounting conventions, accounting rules and accounting procedures. Each country has its own set of rules, regulations and reporting standards. Having multipicility of accounting standards around the world creates lot of confusions and possibility of errors and frauds. The accounting for the same transactions or events and information produces divergent reported financial statements due to adoption of different set of accounting standards. Hence need for single set of high quality global standards was felt and the task of facilitating the movement towards increased comparability and harmonization world wide was taken by International accounting standards committee (IASC, presently known as International Accounting Standards Board (IASB)).

The problem faced, therefore, is of valuing businesses and reporting their true financial condition in a rapidly globalizing world. Measurement in accounting necessitates valuation as a basis for measurement. Historical cost is generally and widely accepted measurement base in financial reporting of most corporate but in competitive and fast changing economic environment, historical cost as a valuation base fails to reflect the true value of a firm. Hence, there is a need for modified historical cost system. A hybrid system of preparing and presenting

financial statements in which all or some of the fixed assets- long term assets are shown at revalued amounts using different measurement bases for individual assets by keeping in mind the nature of industry, sizes of business, nature of products etc. FMV appraisals method and Replacement cost appraisal methods of valuing long term fixed assets is needed. Under Historical cost the Balance sheet does not depict the financial position of a firm as more price is substituted for the cost.

Valuation of both tangible and intangible assets is crucial to arrive at a final decision on financial condition and value of a firm. Intangible asset mean a non physical claim to future benefits and when such claims enjoy legal shelter it is recognized as intellectual properly like patents, Licenses , trade marks , brand , Know how etc. In an intangible intensive firm or knowledge companies, non recognition of internally or home grown intangible assets shall fail to reflect the intrinsic value of the the firm. In accounting revenue expenditures are treated as expired cost and are, therefore, matched against the revenue for that year Further deferred revenue expenditure are treated as cost to be expired over a period of time and are therefore, amortized over a certain number of years depending on expected benefit from the expenditure so incurred. But certain revenue expenditures or deferred revenue expenditures eventually becomes capital expenditure- Intangible Asset and needs to be recognized as asset in Balance Sheet at proper time.

Constant efforts are to the made to develop sound practices which are effective and verifiable for valuations of long lived assets in a uniform manner. There is a continued need to explore valuation practices for both long lived tangible as well as intangible assets.

Generational Preference of Learning in India: A Mixed Methods Investigation

❑ **Afsha Dokadia**
Research Scholar, Tata Institute of Social Sciences
afshadokadia@gmail.com

❑ **Ashish Wadekar**
Manager HR- L&T MHI Broilers
apw@hzw.ltindia.com

Abstract

Though the subject of learning has been extensively studied through various aspects and methodologies, the literature is mute on generational understanding of preferences of learners. The research questions guiding the study were, what do different generational cohorts want to learn, how do they want to learn it and how can organizations meet the needs of these various cohorts.

A sequential mixed methods study was employed to explore learning preferences of various cohorts. Initially in-depth interviews and focus group discussions helped in generating various learning themes. Theses themes were utilized to develop an instrument which was used to collect data from various cohort. Confirmatory factor analysis was used to test the themes. Kolb's inventory of learning styles was administered on the participants to validate the data collected through the instrument. The participants (n=300) for the study were selected from public and private sector companies in India.

The results indicate that Gen Y wants to get the skills of Execution and implementation and the other generations want to acquire leadership skills. Generation Y employees are often not as independent as their predecessor generations, requiring more structure, guidance and regular feedback. Gen Y prefers working collaboratively, do not respond well to the lecture, often do not communicate effectively by traditional standards, require information individually tailored to them, and require technology that is available to use. Gen X and Baby boomers prefer the hands on mode of learning by doing and are found to be mostly independent learners, preferring manuals and instruction book lets. Coaching is preferred by senior people, where as mentoring by seniors is preferred

by juniors. The findings correlates with learning styles of various generational cohorts.

Most of the Gen Y looks at learning as a mode for career development and advancement, where as Gen X and the baby boomers want the organizations to provide with learning for better performance and not as a tool for career development. From a practical perspective, the results are helpful for tailoring learning initiatives, creating management and employee training, and implementing coaching programs.

Knowledge Management: A Boon for Information System

❑ **Dr. N. Tejmani Singh**
Head-Department of Commerce, Manipur University,
Canchipur, Manipur, India
tejnongmai@yahoo.co.in

Abstract

Knowledge is viewed by many philosophers in many ways. But the term 'knowledge' has no universal definition. Knowledge is regarded as the most powerful tool which is increasingly regarded as the central for both organizations and also in every aspect of life as well. It is the greatest asset in this competitive world of business. The increasing importance and need of high intellectual, effective strategic management, practices, methods or approaches etc. in the growth and development leads to the emergence of a new area of study and analysis. It is an emerging field which is known to us as Knowledge Management. Knowledge as its name implies, is the management of knowledge through which information and intellectual assets are transformed into enduring value. Managing knowledge will provide a scope for exploring the nature and place of knowledge in this contemporary world of business and also a way to achieve competitive advantages.

Knowledge Management is a new area of management for managing proper intellectual and knowledge based issues. Knowledge Management (KM) is therefore refers to the process of systematically and actively managing and leveraging the stores of knowledge in an organisation. KM can also be defined as the process through which organisations value from knowledge. KM is not the means but an end in itself and is has to process as an on-going.

Knowledge Management (KM) is measurable and is measured by evaluating its performance. It can served number of purposes like: Evidence can be gathered, Monitoring Progress and Development, Learning from past activities, Gaining competitive advantage, Better communication etc.

Measuring of knowledge and its management is essential because it will affect the type of tool to be used i.e. data collection instruments. Some of the common tools are; surveys, storytelling, activities reports etc. Key Performance Indicators (KPIs) is one aspect of KM.

KM has evolved from IT but it is applied in non-IT sectors or areas as well. Data are available in plenty. In fact, data and information are everywhere. There is explosion of information all around. Data and information have patterns to represent knowledge. For the representation, it must be understood and should be represented as information and knowledge to the one who understands it and need it. The real value of knowledge and information should be presented. This will lead to achievement of organisational goals and objectives. Information and knowledge should create the value which defines past results and necessary data associated with the unit, the market, the customer, competition, etc.

This paper is totally focussed on the significance of KM in the achievement of success and growth in organisations and also in the global scenario as well. It will enable an organisation to capture and reuse the foundation for the dissemination of knowledge cum understanding where it will be fit. In short, it enables the organisation or an institution to convey meaningful information to all the interested groups of people. It relates directly to the effectiveness and efficiency of flow of knowledge and information which is an integral part of Managing Information System. Further it the nature of KM as the driver to Information System making the Information System a powerful and an effective tool.

Self –knowledge Shaping Strategy as Transforming Trends of Mental Models through East Philosophy: A Case Study in Iran

❑ **Mustafa Jafari**
Faculty o Human Science, Islamic Azad University of Zanjan, Iran
Strategy2000ir@yahoo.com

Abstract

This paper answers to this question: How we can strength people to manage their own knowledge structure geometry through continual scanning and shaping their mental images, imaginations and assumptions.

The tacit and explicit knowing of people relatively has a particular structure and is a package. The key unit of this package is mental Model. Mental Models has three Elements: 1- mental images, 2- Imaginations, 3- assumptions. Managers and organizational knowledge is collections of this variables (elements).the deliberate change of this variables is knowledge managing. Its trends during the life is knowledge directing strategy.

This is a applied research. Target community members are managers and key decision makers.

The results and major findings of this study are : (i) Managers and organizations (key decision makers) don't usually deliberately scan and direct their knowledge structure, (ii) Through training we can strength the managers and organizations to learn to manage their own knowledge shaping stream, (iii) The self –knowledge shaping is a stream during the life.(life time learning), (iv) The people knowledge changes segment by segment (Image by image or package by package), and (v) The open minds of organizations act as a sustainable competitive advantage through substitute deliberately and fast the old images, imaginations, and assumptions with new ones.

Key words: Self –knowledge shaping strategy, mental model, mental image. Imagination, Assumption, Transforming trend.

Effect of Pranayama on Hematological Variables of Training College Girls

❑ **Rajendra, Lolage**
Assistant Professor, Govt. College of Education (IASE), Aurangabad.(MS)
431005 India .
rajendralolage@yahoo.com

❑ **Narayan, Jadhav**
Principal, B. P. Ed. College, Pravanagar

Abstract

The purpose of the study was to measure the effect of Pranayama on Hematological Variables of training college girls. This experiment therefore included twenty (N=50) training college girls age ranged from 21-25 from Govt.B.Ed. College A, bad. The subject were divided into two groups i.e. control groups (n=25) and experimental group (n=25) Initial test of Hematological Variables was conducted to all subjects In training of Pranayama I included Anulom-Viloma, Kapalabhati, Bhramari, Ujjayi and OM recitation. In evening sixty min for each session of the day. The subject of control group did not practice in the above program. However, they are kept busy with interesting activity separately during the experimental period. After 12 weeks, training of Pranayama final test was conducted for the entire subject. The obtained data would statistically analyzed by using T ratio. It was found that the practice of Pranayama was improved the Hematological Variables of training college girls.

Key words - Pranayama, Hematological Variables and training college girls.

Competitive Advantage of Commercial Banks in Nepal

❑ **Dhundi Raj Bhattarai**
Faculty Member, Nepal Commerce Campus, Kathmandu.
dhundibhattarai@gmail.com

Abstract

This paper observed the relationship between the strategic positioning of commercial banks and the sustainability of financial performance. Banks can attain a competitive advantage either by following a cost leadership or a differentiation strategy. In the context of Nepal, a study by Parajuli(2006), finds that in Nepalese five star hotels were moderately practice of low price and product differentiation strategy in the view of respondents. Bank of Kathmandu and Siddartha Bank Limited was followed low cost strategy. Himalaya Bank Limited and Laxmi Bank was followed differentiation strategy (Kaspal, 2009). Cost leadership strategy enhances competitive performance and it should be applied by banking managers primarily. A good differentiation strategy seems to be very important for banks. A single strategy is not sufficient to have superior performance and to get competitive advantages. (Thapa, 2008). However it is not recommended which strategy is more beneficial for commercial banks. Study of major eight Nepalese commercial banks for five years confirm the conventional wisdom that adopt a cost leadership strategy which enables a bank to sustain superior performance more than a differentiation strategy does. Important for senior officers of commercial banks is our finding that while cost leadership is a source of sustainable performance, it also increases the sustainability of earnings. Similarly, cost leadership is better than differentiation strategy for increasing sales growth, ROA stability and market price per share. But according to opinion of senior officer of commercial banks differentiation strategy is better than cost leadership for increasing market share. So cost leadership strategy is better than differentiation for commercial banks but differentiation cannot be avoided.

Keywords: Competitive advantage, Cost-leadership, Differentiation.

Role of Social Capital on Development

❑ **Dr. Mohammad Reza Iravani**
Asst. Prof., Department of Social Work, University Khomeinishahr Branch, Iran iravani@iaukhsh.ac.ir
mohiravani74@gmail.com

Abstract

Social capital is a modern concept is introduced in economical and social studying modern societies. The plan of this approach in most arguments relating to economical development is marker of social structures and relation ships among people (social capital on developing variables in all dimensions. To tally social capital is based on cultural and social factors and recognizing it as one capital either in massive management of organizations and institutions can contribute new understanding from social_ economical systems and managers in better guide. The purpose of study is instruction of concepts and subjects of social capital and practical role in development and its types. This study implies that social capital in inter organizations, intra organizations can be effective procedure for economical, social and cultural development.

Nowadays social capital plays more important role than physical and human capital and networks of collective relationships are solidarity between humans and organizations. In absence of social capital, other capitals lose its effectiveness and without social capital, running paths of development and difficult and uneven cultural and economical evolution. In this study, it is implied by concept of social capital and then aspects of economical profits and general social capital and how making, maintaining and annihilating social capital, after that explaining the role of government for making social capital and finally presenting one model as practical factors of public sector organizations for producing social capital.

Key words: social capital, development, cultural evolution.

Managing Knowledge in Banks: An Investigation Based on Observation

❑ **Dr. Ranjit Singh,**
Asst. Prof., Dept. of Business Administration, Assam University (A Central University), India
look_for_ranjit@yahoo.co.in

❑ **Sonit Dutta**
Research Scholar, Dept. of Business Administration, Assam University India
sonit_dutta@yahoo.co.in

❑ **Dr. Anurag Singh,**
Asst. Prof., Dept. of Business Administration, Assam University (A Central University), India
anuragbhadauria@yahoo.com

Abstract

The objective of the present study is to explore the knowledge management practices, developments and approaches adopted by the banks in India and its implications. It is based on secondary data/information collected from websites of nine numbers of banks operating in India. It is found that the banks considered in the study are taking varying steps as part of their knowledge management activity. It includes the setting up of web portal, establishing a full-fledged university, setting up of special task force, training and development of its human resources and using the technology to manage the huge set of data. All these are expected to provide benefit to the bank in the long run in the form of more customers and more profit. Therefore, it is the need of the hour for the banks to go for becoming knowledge based system and be more efficient in managing the knowledge in their banking operations with applications of technology and other resources; and brings structural changes in the Indian banking system.

Key words: Knowledge management, explicit knowledge, tacit knowledge, knowledge base

Knowledge Appropriation in an MNC: Toward a Bourdieusian Critique

❑ **Prof. Ken Kamoche**
Nottingham Trent University, Nottingham Business School, Nottingham NG1 4BU, UK
ken.kamoche@ntu.ac.uk

❑ **Selvi Kannan**
Victoria University, Faculty of Business & Law, PO Box 14428, Melbourne VIC 8001, Australia

Abstract

This paper aims to tackle the problematic question of knowledge appropriation with regard to managerial control. We adopted a case study approach and interviewed a management team on the basis of a semi-structured questionnaire. With reference to an Australian case study, we examined how a knowledge management team introduced a knowledge-sharing virtual space for a community of R&D scientists. The case study analysis shows how rather than making participation mandatory, or imposing pressure on scientists to engage with the technology, managers instead relied on a subtle blend of 'facilitation' and 'peer pressure'.

Limitations/implications: the voices of professionals who actually used the portal would have offered a more nuanced view of the reality of the appropriation process. Nevertheless, this paper begins an important debate on the whole question of knowledge appropriation, organizational control and legitimacy.

An Investigation of the Impact of Gender and Class of Passengers on their Awareness of Frequent Flyer Programs

❑ **Mahnoush Kouhpaei**
Tourism Technical Manager (IATA Member), Marketing Management
mkouhpaei@yahoo.com

Abstract

A great sum of extrapolation has been assumed by the scholars of academic disciplines as well as scholars of religious background for loyalty. In generality faithfulness or devotion to a broad range of things is what loyalty signifies. While most psychologists, sociologists, scholars of religions, political economists and scholars of business and marketing and especially political theorists agree with the general definition for loyalty, few opposing individuals with different academic and religious backgrounds argue that loyalty is strictly interpersonal. The majority of scholars agree that this born with us sense of moral attachment to a person, a brand, a place or an organization may require some type of reward for cementing the relation or interrelation between loyal individual with person or things. To meet this scholarly taught a well organized, with many incentives gathered under an umbrella by the general name of frequent flyer program (FFP) via the air line companies was wisely put together. Since the impact of FFP was significant in busting loyalty for the initiator of the idea (Western Airline) it soon was adapted with the majority of airline companies. FFP is a service offered by many airlines to reward passenger's loyalty. Typically, airline customers enrolled in the program accumulate points corresponding to the distance flown on that airline. Accrued points (also known as frequent flyer miles) can be redeemed for free air travel, other goods or services or for increased benefits, such as airport lounge access or priority bookings. The primary method of obtaining points in a frequent flyer program is to fly with the associated airline. With the introduction of airline alliances and code-share flights, frequent flyer programs are often extended to allow benefits to be used across partner airlines. Many programs also allow points to be obtained not just through flying, but by staying at participating hotels, or renting a vehicle from a participating company (IATA strategy & partnership 2008). Other methods include credit cards that offer points for charges made to the

card, and systems which allow restaurant diners to earn miles by eating at participating restaurants.

The impact of any well thought program such as the FFP depends on the correct decimation of information about its provided free of charge services for both genders and classes of passenger. To test the hypothesis a study was carried out to find if the information about equal availability of the FFP for both genders and class of passengers were truly provided.

Tools Supporting Innovation - Base on the Case Study of ZPAS Group

❑ **Dagmara Lewicka**
Faculty of Management,
AGH University of Science and Technology, Poland
dagal@poczta.fm

Abstract

Innovation of enterprises is largely dependent on their potential to introduce changes: from intellectual, to organisational and financial capacities necessary to create and implement them. However, in the era of knowledge-based economy, an increasing group of researchers emphasizes the importance of employee attitude supported by the organizational climate and HRM practices and strategies in this respect. (Wright et al, 2001, Lau, Ngo 2004). The role requires the skill of translating a business strategy of an organisation into personnel strategy, with a particular emphasis on business development strategy of the enterprise and its strategy of attracting, developing and rewarding its personnel. They, in turn, should be translated into motivation, training, recruitment and selection procedures and into a competence model. Human resources management is facing ever-stronger challenges of a growing global competition and new technological capacities. These challenges can only be faced with innovative and flexible organisations with top staff. According to G. Hamel, innovation is the only way to achieve above-average performance when fighting rival companies on the market.

Literature puts a lot of emphasis on the importance of personnel competences as the source of a competitive advantage (Breen, Hamel 2007). Therefore, personnel strategies should evolve continuously to adapt to ever-changing environment and needs of an enterprise.

Values represented by an enterprise, which are reflected in the enterprise's organisational culture, stimulate integration of employees around the organisation's strategic goals, their bigger involvement in their achievement and joint approach to selecting operational methods and performance appraisal methods. The employees who share values respect performance and behaviour standards are more prone to reach their common goal. The culture supporting creating behaviours, where innovation is rewarded and appreciated, inspires people and creates an innovation-friendly climate. Culture and leadership in an

organisation are very closely correlated. Moss Kanter R. (2005) emphasises that innovation, even when purely technical in nature, require strong leaders with outstanding relationship-building and communication skills, who can find partners in their own or external enterprise. Innovations are well received in enterprises with organisational culture oriented towards cooperation, while a common mistake made in the innovation stimulating process consists in the best professionals and not the best leaders, typically running or managing project.

The aim of the paper is: to identify tools for supporting innovation in the enterprise ZPAS GROUP. This is an indigenously Polish enterprise that is dynamically developing in the sector of new technologies and has been operating on the Polish market for 37 years. The products of ZPAS Group mainly involve supporting elements used in advanced telecommunications, IT and electric power systems. The enterprise is proud that its capital involves not only state-of-the-art machinery but also highly qualified, young and creative staff pursuing innovation and making use of the experience of more than thirty years gained by experts who have been working in the enterprise from the very beginning. ZPAS exports about 50% of its products to European countries. ZPAS products are used by such companies as: Ericsson, Simens, Polkomtel, and the European Organization for Nuclear Research (CERN) for the most advanced solutions they develop.

Both hard measurements and employees' opinions on the company and management activities towards stimulating innovation have been analysed. In this process, managers and the HRM department play a very important role. A conscious and well-planned concept of building the company's culture and strengthening its value, motivation system, competence model and training policy, as welll as an informed choice of innovation as an element of the company's strategy is made. The research is based on the questionnaire method as well as interviews with key persons in the enterprise who are responsible for creating the innovation policy.

The article shows areas material for creating a pro-innovative work environment and describes specific solutions applied by Polish enterprise ZPAS. For this reason, it may inspire readers towardsthe the introduction of innovation-supporting changes in other entities, while identifying a group of issues to be considered in that process.

Keywords: innovation, personnel procedures, corporate culture, HRM, Poland

Technology, Knowledge and Future Managers: How We Learn and What We Know

❑ **Dr. Sandra Sutherland Rahman**
Associate Prof., Framingham State University, Dept. of Eco. and Business Adm., USA
srahman@framingham.edu

Abstract

The role of online education appears to be having a more profound impact on the globalization of knowledge than what is currently being discussed in the online education literature. Much of the literature focuses on new pedagogies resulting from the proliferation of innovative technologies and a better understanding of student online learning styles. Local, national and international governments, institutions and societies recognize the role of knowledge in the betterment of the global society. Education around the world is recognized as a means to a more efficient use of world resources and greater social and economic stability. As a result of the globalization of markets, the creation and dissemination of knowledge is a more critical resource than ever before. This paper will explore sources of knowledge creation and focus on the role of online education in global knowledge creation and global knowledge transfer. The classical approach and the Web 2.0 approach to knowledge creation will be reviewed and three emerging trends in online education will be explored as catalysts for the globalization of knowledge.

In the classical approach to creating knowledge (Dede and Chris, 2008), experts gather their thoughts, experiences, research findings and discuss their conclusions. The *expert* would be identified and that knowledge would be written in *official* books to be used by students. Knowledge was fact based and highly structured. The encyclopedia was an important source for the undisputed facts. Students were asked to memorize and discuss the information but were not given the opportunity to contribute to the generation of knowledge. Today, however, we are experiencing a new methodology of knowledge creation due to online technology. Web 2.0 is "the second generation of the World Wide Web in which content is user-generated and dynamic, and software is offered that mimics desktop programs." With over 3 billion searches performed on Google each month and the growth of Wikipedia, (http://dictionary.reference.com/browse/web 2.0) it is clear that the creation of knowledge today is organic. According to one researcher, over 1.5 exabytes (1.5 x 10 (to the 18th power)) of new information will be generated

world wide this year. That is estimated to be more information than what was created in the last 5,000 years. So, the global creation of knowledge is changing in significantly.

Online education is the vehicle for facilitating the discussion and evolution of knowledge as well as the dissemination of knowledge among potentially broad geographic regions. Not only has the number of colleges and universities increased the number of online classes and programs they offer, but many are collaborating with other institutions in this effort. For example, the University of St. Andrews has implemented a Knowledge Transfer Strategy to "generate, use, apply or exploit knowledge and other university capabilities outside the academic environment and includes access to the University's knowledge base by external organizations, communities and individuals (http://www.st-andrews.ac.uk /media/Knowledge%20Transfer%202008-2013%20Strategy.pdf). The objective of this program includes "maximizing the economic and social impacts of the University's knowledge and expertise for the benefit of the University and its partners locally, regionally and internationally (http://www.st-andrews.ac.uk /media/Knowledge%20Transfer%202008-2013%20Strategy.pdf).

Another example is not-profit organizations forming online education opportunities on a global basis. The Virtual University of Small States of the Commonwealth (VUSSC) was created by the European Association of Distance Teaching Universities. It is made up of 30 developing countries whose population is less than 1.5 million people. Members include places such as islands in the Caribbean, the Pacific and the Indian Ocean as well as landlocked states such as Lesotho, Swaziland and Botswana, and coastal states like The Gambia, Belize, Guyana and Namibia. The education is international with local accreditation. A third major trend in the globalization of knowledge is the concept of OpenCourseWare where course syllabus, content, video, text book and other resources are made available for free online. This attracts self learners who are not seeking to matriculate. MIT has instituted a very successful OpenCourseWare program that has attracted students from around the world. This low barrier to access learning tools and information online is contributing to the globalization of knowledge.

Employee's Perceived Quality of Work life: A Case Study of Banks in Silchar city

❑ **Dr. H. Ramananda Singh**
Associate Prof., Dept. of Business Administration,
Assam University, India hao_rama@rediffmail.com

Abstract

In today's competitive industrial environment, the success of any organization is highly dependant on how it attracts recruits, motivates, and retains its employees. Therefore organizations are required to adopt a strategy to improve the employees' Quality of Work Life'(QWL) to satisfy both the organizational objectives and employee needs. Moreover, how the employees perceived the QWL of the banks where they are working is going to reflect in terms of their loyalty, commitment to the banks and service render to the customers.

Banking is a customer oriented services industry and Indian banks have started realizing that business depends on client service and the satisfaction of the customer. Managing service quality in a commercial bank is rather challenging because so much depends on how well the bank employees respond to the needs and expectations of the customers. Many customers, switched banks because of what they considered to be poor service are provided by the employees. The more loyal and more committed employee will give better service to the customer. Employees who perceived better QWL in their bank will deliver better service to the customer leading to the satisfaction of the customers.

The objectives of the paper are to measure the employees' perceived QWL levels of their respective banks and to study if any difference in the employees perceived QWL between Private and government banks. This study is based on primary data collected from the employees of eight different banks (i.e.4 Govt. Banks and 4 Private Banks) of silchar city of Assam, India. Nineteen Parameters leading to nineteen statements are used for measuring employees perceived QWL of their respective Banks on five-points Scales. ANOVA and Independent sample t-test are used for analysis of the data collected in the light of the objectives of the study.

The study reveals that although employees of different Banks perceived same level of QWL of their respective Banks, the Banks differ in three parameters or aspects of QWL. The study also reveals that both Govt. and Private Banks have similar level of employees' perceived QWL but differ in one parameter or aspect of QWL.

Key words: Quality of Work Life (QWL) and Commercial Banks.

Ethics in Marketing and Growing Pester Power - A Descriptive Exploration

❑ **Surjit Kumar Kar**
Asst. Prof., IIPM-School of Management, Rourkela, Odisha.
skk@iipmsom.ac.in

❑ **Dr. Purnima A. Mohanty**
Associate Prof., IMIS B School, Bhubaneswar, Odisha
purnima_sreeya@yahoo.co.in

Abstract

"Pester power" refers to children's ability to nag their parents into purchasing items they may not otherwise buy. Marketing to children is all about creating pester power, because advertisers know what a powerful force it can be." (Source: www.media-awareness.ca; last browsed on 9th August 2010). This paper having a background of relevant literature study, attempts to find out antecedents of assumption of undue power by kids to start controlling their parents' decision towards purchase. For a better directional support & hands on response, a focus group discussion is carried out among kids in the age group of 5 to 10 in the chosen sample frame and unit. Using questionnaire as a tool for interviewing parents of the same set of kids, an exploration is done for the acceptability of the factors indicated by kids and for new set of factors as identified by parents through factor analyses and testing of various hypotheses on Likert's scale. Descriptive statistics, cross tabulations, various parametric and non-parametric tests give strength & degrees of association among variables. The study focuses at marketing & advertising philosophy when kids are concerned and broadening management inference for an ethical promotion among kids.

Key Words: Pester power, Marketing, Advertising philosophy, Promotion

Quality Assurance in Nepalese Higher Education: A Case Study of Tribhuvan University

❑ **Dr. Shusil Bhakta Mathema**
Associate Prof., Tribhuvan University, FOM, Nepal Commerce Campus,
Kathmandu, Nepal
sushilbm@yahoo.com

❑ **Dinesh Mani Ghimire**
Planning and program officer, University Grants Commission, Nepal
dineshmani1@hotmail.com

Abstract

The purpose of this paper is to discuss the ongoing process of quality management in higher education of Nepalese Universities which was conducted by researcher in 2009. The issue of quality assurance has become the focus of many institutions to enhance quality of higher education. There are six universities to provide higher education in Nepal. And Tribhuvan University (TU) is the oldest and largest university which covers major stake near about 93% in Nepalese higher education system. The internal and ordinal scale data were analyzed by using descriptive statistics, chi-square test with the help of SPSS 13.0 and Microsoft Excel. Additionally, reliability of the responses on interval-scaled questions was test by calculating Chronobach's Alpha and an analysis was also made for subjective or open-ended questions.

With the aim of examining the practices of quality assurance in TU, this study has been conducted by selecting the faculty members and other staffs of the faculties of management, education and humanities & social sciences as its respondents. It is found that the propositions: Faculties play prominent role in assuring the academic quality has the highest average value and strict affiliation criteria set by the university influence positively in the quality performance of an institution has the lowest average value. Average value of the responses regarding factor determining is the highest on well trained and experienced resource persons. Therefore, well trained and experienced resource person is the main factor to determine quality assurance in higher education. It is found that improvement on curriculum, faculty development, establishing reward system, discouraging political pressure and providing strict rules and regulations assure the quality in higher education of TU. The paper focuses on the real scenario of the TU as context of quality management in higher education. It consequently focuses on the value creation towards the maintaining quality in higher education to assure the global market.

STRATEGY AND ENTREPRENEURSHIP

Social Entrepreneurships – A Way to Sustainable Development

❑ **Dr. C. Paramasivan**
Asst. Prof., Government Arts College, Chidambaram,
Tamilnadu, India.
paramasivan_1975@yahoo.co.in

Abstract

Sustainable development is the way to solve the socio economic problems of the country permanently with a long term progress. Whether the countries belong to developed or developing, they try to achieve the sustainable development. Entrepreneurships become a powerful weapon which helps to reduce the disparities among the countries. The concept of entrepreneurship has a long history in the business sector. A major theme has been the creation of value through innovation (Schumpeter, 1951; Ducker, 1985). As applied more recently to social concerns, the concept has taken on a variety of meanings.Social entrepreneurships is the concept which help to maximum utilization of man, materials and machine with in the local places. This concept was successfully implemented in Bangladesh and it will be suitable and relevant to the developing countries those who are facing unemployment problems, low productivity, lack of industrialization and regional imbalance. Social enterprise is, fundamentally, about using a market-driven business model to address key social and environmental issues. It is an emerging field with diverse and shifting interpretations. The Grameen Bank is a great example of a social enterprise, which led by social entrepreneur Muhammad Yunus, popularized the social innovation of micro credit.

Social entrepreneurship is concerned with the entrepreneurs who undertake large-scale social innovation-which may or may not involve a social enterprise. To make the people as Social entrepreneurships, the country can meet the global challenges such as terrorism, corruption and economic crises.

This paper is an attempt to make an importance of Social entrepreneurships, opportunities and challenges, suitability in developing countries and future prospects.

Enhancing Nepal's Tax Revenue Collection through an Innovative Policy Measure

❑ **John Koirala**
Ph.D. student, Zhejiang Gongshang University,
PR China
johnkoirala@yahoo.com

❑ **Ernesto Fuentes Bulayog**
Asst. Prof. Visayas State University,
Philippines
lsureg@yahoo.com

Abstract

Budget deficit is a common characteristic of most, if not all, under-developed and developing countries in the world. Nepal is not an exception from the other under-developed countries for its unbalance budget. Nepal's continuing budget deficit is exacerbated by the country's poor tax revenue collection. The Authors found a significant positive correlation between GDP growth and tax revenue collection, but the actual tax effort has consistently faltered that resulted to the widening budgetary gap. This paper suggests an innovative solution to the problem. The solution involves a contract that is democratically designed by both the government and its tax collection agency and one that protects the interests of both principal (government or society) and agent (Inland Revenue department).

Keywords: Tax Revenue; Tax Effort; Principal-Agent Theory; Hu Theory.

Global Branding Strategies

❑ **Sourabh Bhattacharya**
Asst. Prof., Management and Information Science,
Bhubaneswar, India
sourabh@imis.ac.in , sourabh.bhattacharya@yahoo.co.in,
profsourabhb@rediffmail.com

Abstract

In the 21st century international markets and opportunities opened up for marketers due to globalisation. The reasons for the venturing of companies in different markets bare: saturation of the domestic markets, intense competition at home , opportunity to realize economies of scale,entry of competitors into overseas markets, desire to learn by competing in markets with sophisticated consumer tastes and preferences. Also building a brand in different markets or continents posed lots of challenges before marketers. Marketers faced lots of hostilities in an altogether different market. Adapting to the local business scenario differing in terms of social values, culture, habits, traditions, languages, is a tough nut to crack. No one can ignore these different permutations and combinations while carrying out global branding. Corporate houses willing to swim in the foreign waters must be ready to take calculated risks. The history of global business is replete with numerous examples of brands/corporate failing miserably in their daring Endeavour to achieve a universal brand image without taking into account these necessary evils. Along with marketing mix there has to be a proper balance between standardization and customization. The temptation to customize for each market is to be taken care keeping in mind the low cost which can be maintained through standardization. This paper makes an attempt to get into the crucial aspects of global branding and the different paths taken by brands round the world to globalize themselves.

Logistics: A Necessary Congruence of SCM & Distribution Management

❑ **Tushar Kumar Chakravorty**
ICFAI Business School,
Hyderabad, India
tusharchakravorty@gmail.com

Abstract

We dwell in a world of modernization, where everything we use has been sophisticated aptly to suit our requirements. The very mantra that is aired today is "Simplification". This is a new buzz today and contagious enough to define today's business. There had been a phenomenal leap in the type of business which prevailed a decade ago and the business which is dominant now. The defining factor or the factor instrumental in shaping such a change is customer satisfaction.

Customer satisfaction has defined various new parameters, to evaluate the service which we avail in our day to day life. One such parameter, coined by Philips Kotler still pertinent of date is the letter "P". A business in order to excel must suffice this letter P which stands for product, place, promotion, price, people, physical evidence and process. Customer satisfaction is an amalgamation of a robust distribution system and a steady supply chain management. These two verticals of management i.e. marketing and operations much complement each other in order to attain this eminent goal.

LOGISTICS is one such field which enlightens us in this context. It's a case where both the verticals merge with each other with the intrinsic goal to satiate a customer. Today starting from the relocation of oneself to the relocation of goods, the one thing that that comes to our lips is LOGISTICS. This may appear in various forms, whether it's DHL or Deccan 360. The names remain same but their form varies. The questions which must be intrigued are "What is logistics?", "Is it different from Supply Chain Management?" Logistics management can be viewed as the detailed process of planning, implementing and controlling the efficient, cost-effective flow and storage of materials and products, and related information within a supply chain to satisfy demand (Christopher, 1993). In the past logistics was related with the handling of materials and fell within the purview of marketing and dealt with physical distribution of goods and channel management.

But gradually logistics has evolved itself and at present is the sole jurisdiction of Operations management.

Effective logistics management provides a major source of competitive advantage if it can control cost and enhance service differentiation (Goh and Pinaikul, 1998). Good logistics can help in differentiating oneself from the rest of cluster, and hence may prove to be a competitive advantage. A business can soar, if it has a robust logistics. Truly, logistics is the last frontier in business competition (Drucker, 1962).

Logistics can be achieved via various ways such as

- Direct shipments,
- Direct shipping with milk runs and
- Direct shipments involving a D.C.

This paper would revolve around the logistics network design and the factors instrumental in achieving the same.

The methodology used for the study encompasses various case studies, focused group interviews and depth interviews with different personnel from various companies falling under the purview of our study. We also intend to go for data mining to ascertain the validity of our studies.

Changing Perspective of Corporate Governance Models in India

❑ **Ms. D. Kavitha**
Faculty, PSG Institute of Management, Doctoratal Student at Anna University Chennai.
kavikrish78@gmail.com

❑ **Dr. R. Nandagopal**
Director, PSG Institute of Management;
Director of PSG Institute of Management.

Abstract

Corporate governance deals with the way suppliers of finance assure themselves of getting a return on their investment. It is concerned with the resolution of collective action problems among dispersed investors and the reconciliation of conflicts of interest between various corporate claimholders.

As Arthur Levitt the Former Chairperson of the United States Securities and Exchange Commission has stated, if a Country does not have a reputation for strong corporate governance practices, capital will flow elsewhere and all enterprises in that country – may suffer the consequences. The scope of corporate governance has expanded from being focused only on the board, to include role of institutional investors, other stakeholders, minority shareholders, employees and secondary capital markets.

In India commercial activity has been widespread since 1600, with the establishment of the East India Company. The corporate governance practices that were in the form of the managing agency system is in gradual transition to the Anglo –American model. The unique characteristic of firms in India is the concentrated ownership and control through the pyramidal form of ownership. This is in contrast to the American corporation characterized as having widely dispersed share ownership and separation of ownership from control.

A country's financial system and legal provisions regarding shareholder rights protection play an important role in moderating or influencing the relationship of corporate governance. Corporate governance reforms in emerging economies like India and China are the result of several factors, the most important being globalization and privatization. Khanna and Palepu (2004), using a case study

method, analyzed how the corporate governance practices of an Indian firm (Infosys Technologies) is moving towards the global standards.

Several models of corporate governance exist across the globe. The most notable being the Anglo-Saxon model, Anglo-American, European, German and the Japanese model. The differences between the models lead to variations in the firms' level of exposure to capital markets, nature of inter-firm relations, bases of ownership, control and investor protection practices. Several research papers state that Indian corporate governance system is moving towards the Anglo-American model. The Anglo-American model has been perceived as the dominant model, with shareholder orientation and more of outsider financing rather than the European/Japanese models that are stakeholder oriented and have more of insider financing.

Indian corporate governance system, though moving towards the Anglo-American model can adopt and adapt the model to suit the requirements of the economic, legal and political system of the country. By doing so, the Indian corporate governance model will be capable of inspiring confidence among institutional and foreign investors.

This conceptual paper focuses on the development of corporate governance practices in India, the legal systems that supported the transition and the current state of corporate governance in India. The paper spotlights the corporate governance systems in India corresponding to the development of the US and the UK system of corporate governance. The paper also argues that, though convergence towards a single model may eventually happen, the Indian corporate governance system will keep its distinctive characteristics.

Prioritization of Managerial Success Indicators in Indian Context: An Analytical Hierarchy Process Approach

❑ **Dr. Koustab Ghosh**
Asst. Prof., Calcutta Business School, Kolkata,
West Bengal, India.
koustabghosh@yahoo.co.in, koustabg@calcuttabusinessschool.org

Abstract

The purpose of this paper is to provide an analytical framework that prioritizes managerial success indicators in terms of various identified factors. The research was carried out using the analytical hierarchy process (AHP) technique as the basis for pair-wise comparisons of the managerial success constructs as well as the variables under each of them. A total number of 282 valid sample responses were obtained from the managers working in various organizations located in India. Compensation and status obtained was found to be the most significant indicator and the contextual factors were found to be the least significant indicator of managerial success respectively in Indian context. The leading variables under each indicator were also prioritized using AHP. The top management of the organizations can comprehend the basic behavioural characteristics, demographic background, various contextual factors, and the achievement organizational results that make the Indian managers professionally successful. This study has got implications in areas related to selection, training and development, performance appraisal, and succession planning of managerial personnel in Indian organizations. The present study has surveyed a limited number of respondent managers working in different types of organizations, and hence failed to capture the findings from a sectoral perspective. Notwithstanding this limitation, by identifying and empirically prioritizing the leading indicators of managerial success, this study helps to understand the contributory attributes of managerial success in Indian context.

Keywords: Managerial success; Indicators; Prioritization; AHP; Indian context; Research paper

Green Marketing: A New Roadmap for Organization Success

❑ **Rajeev Kumar Ranjan**
Asst. Prof., University of Petroleum and Energy Studies,
Dehradun, India
ranjanrajeev87@rediffmail.com , ranjanrajeev87@gmail.com

❑ **Sunil Barthwal**
Asst. Prof., University of Petroleum and Energy Studies,
Dehradun, India

Abstract

Green Marketing has emerged as an important concept in India as in other parts of the developing and developed world, and is seen as an important strategy of facilitating sustainable development. As, Environmentalism has fast emerged as a worldwide phenomenon, Business firms too have risen to the Occasion and have started responding to environmental challenges by practicing green marketing strategies. Green consumerism also has played a catalytic role in ushering corporate environmentalism and making business firms green marketing oriented. But most of our green activities are hinged on a set of dos and don'ts. There are three reasons why we must rethink the idea of green Marketing. Firstly, the impact of the products on environment. Second, the after-life of these green products is always not very environmental –friendly and thirdly, the hardest of all, is the question whether they are really green or not. This Paper aims at finding out what actually green Marketing is all about and how can a business firm be more competitive by using green marketing strategies to gain a competitive edge over others. It explores the main issues in adoption of green marketing practices.

Key Words: Environment, Green Marketing, Business Firms & Consumers.

Structuralist Entrepreneurial Network Perspective and Internationalization in Triadic Relationships: Evidence from Telecommunication Sector

Reza Zaefarian
Faculty of University of Tehran (entrepreneurship school)
rzaefarian@ent.ut.ac.ir

Elham Talebi Amiri
M.Sc. student of university of Tehran (entrepreneurship school)
e.talebi@ent.ut.ac.ir

Abstract

Despite the individualistic tradition of entrepreneurship, there is an increasing awareness that networks are crucial to entrepreneurs and that social relationships can influence economic outcomes. Networks are reshaping business world (Parkhe, Wasserman, & Ralston, 2006). Entrepreneurial networks are examined in three scopes of network relationships: content, governance, and structure. Network structure is defined as the pattern of direct and indirect ties between actors and is shaped by the crosscutting relationships between actors (interpersonal/interorganizational) (Hoang & Antoncic, 2003). Network structural components are one of the most studied concepts that often invoked in social network analysis, and diverse indices have been suggested to measure them(Borgatti, 2005; Borgatti & Everett, 2006; Hoang & Antoncic, 2003). Internationalization is the way in which enterprises become included in international activities. Johanson and Mattsson (1993) define internationalization as the "process of developing networks of business relationship in other countries through extension, penetration, and integration" (Johanson & Mattsson, 1993). In fact, Internationalization is a phenomenon investigated intensely over the last few decades from a variety of viewpoints and It can be discerned as a part of the ongoing strategy process of most business firms(Ruzzier, Hisrich, & Antoncic, 2006). In a network context, internationalization as a "cumulative process, in which relationships are continually established, maintained, developed, broken and dissolved in order to achieve the objectives of the firm" (Kenny, 2009). Researchers believe that Networks are basically shaped on relationships (Jack, 2010). Business relationships are usually studied in dyadic levels (Havila, Johanson, & Thilenius, 2004). Havila et al. (2004) in some situations, extending dyadic approach in international business relationships to triadic one should be

better. Triads have some specific characteristics that do not exist in dyads. The triad is structurally different from a dyad(Havila, et al., 2004; Holma, 2008, 2009). In addition, Several researchers have suggested that shift a focus from traditional dyadic relationships to a larger business context of network relationships increasingly needed (Kenny, 2009).

This study offers the new insight into the international business development activities through application of a network structural perspective and gaining deeper understanding of entrepreneurial network. As mentioned, this research will be done on triadic level of analysis and demonstrates conceptual model. Considering evidence, the key question is "what are the causal relationships of entrepreneurial network structure dimensions in business internationalization in triadic relationships level?"

This study makes a solid contribution to the entrepreneurial network literature by providing theoretical implications for the entrepreneurial network and internationalization literature in triadic level of analysis. In addition, the findings from the conceptual model contribute to the expanding body of entrepreneurial network structural perspective in internationalization at the triadic level of analysis.

Multiple case study will be done to indicate causal relationships of entrepreneurial network structure dimensions in business internationalization in triadic relationships level. The approach was applied starting with an exploration of empirical data and thereafter using theoretical knowledge to understand the data better. Telecoms as a global industry converge in the industry which Started in the early 1990s and the value network of the telecommunications industry is a unique. Thus, this study focuses on telecommunication sectors as a target.

Identification of Required Information Sources Growth of SMES in Automobile Industry

❑ **M. Mojtahedi**
mojtahedi1985@gmail.com

❑ **R. Zaefarian**
rzaefarian@ent.ut.ac.ir

❑ **K. Talebi**
kambeiz@ent.ut.ac.ir
Faculty of Entrepreneurship, University of Tehran, Tehran, Iran

Abstract

Small and medium-sized enterprises (SME) have a considerable importance in the growth of developing economies (Obura, Majanja, Cloete, Ikoja, 2008), and need to have access to enough information so that they can improve production and have easy access to the market. Active participation of such enterprises along with effective use of business and trade information leads to sustainable economic growth of the developed and developing countries (Corps, 2004). To be able to have a favorable competition in business, managers need to make decisions based on sufficient information (Obura et al., 2008).

Marchand (2000), states that effective use of information is critical in company management and creating value in markets. Growth and development in any kind of business, commerce, industry and services depends on the sophisticated management and appropriate use of sources (parvizian, 2005). Growth can be defined as increase in variables such as employment and output shares, output composition, market orientation, and location (Tambunan, 2008). Growth in SMEs requires a supporting structure for decision-making, information, innovation, production, systems, and policies for managing people (Dollinger, 1995). Factors affecting the growth of small businesses are similar to these of large companies, and mainly include management procedures and practices that lead to high profits and productivity (Anwar and Andaleeb, 2007). Selecting an appropriate method for growth requires a strong management to recognize strengths and weaknesses of the organization and seeks to evaluate opportunities and minimizes to environmental losses (Peng and Heath, 1996).

Information and information search behavior are central topics in identifying entrepreneurial opportunities and entrepreneurs may process information

differently from the managers of large organizations (Kaish and Gilad, 1991). Business information and information technology are considered as the main inputs in the development of global marketing and have an impact on the global business efficiency (Siriginidi, 1996).

In regard to the fundamental relations which exist among small and medium-sized enterprises and information sources and that development of such companies in "information- poor" environment is disrupted but in "information- rich" environment is evolved, presenting information from the valid sources deems quiet crucial (Obura et al., 2007). Obura et al (2008) found that small and medium-sized enterprises can improve their commercial performance and can also create more jobs leading to high profitability if they are able to get the data related to business.

According to results obtained from UNIDO, small and medium-sized enterprises have been unable to have to access the information in most developing countries, and face a very difficult, slow and decentralized process. Since 99.4% of trades in Iran, belong to the small and medium businesses and more than 60 % of the labor force-work in these institutions and the share of their added value is estimated to 34 % in economy (shafiea and shaghaghi, 2003), having access to information is vital for their growth and success.

Lack of access to information or access to unnecessary information causes wrong strategies and tactical decision-making and loss of sources and eventually leads to company collapse due to the frequent mistakes (Anwar and Tuqan, 2006). Since the present century is known as the Informational and communications technology (ICT) era, the effective use of ICT especially internet as a source and instrument along with other sources and instruments which help facilitate the business process of ICT, has a special effect on SME performance (Mutula and Brakel ,2006), But rate of information and communication technology use is very low in small and medium-sized enterprises (Chiware and Dick, 2008).

For small and medium-sized enterprises to be competitive in the global competition, they need to be capable in employing their information sources largely. Smith (1996) conducted a study, he found out that 75% of the successful companies, had access to business information as compared to the less successful ones (Banda, Mutula and Grand, 2004).

Today automobile industry is considered as one of the most important industries in Iran both in terms of technological development force-work population which deal with it directly and indirectly. Although automobile companies operate slowly in comparison with developed countries, these companies have the capabilities and also the appropriate conditions to employ information technology.

Since Iran is about to enter the world trade, like many other countries, lack of access to information sources slows the progress made in the development of business in automotive industry and as a result the government`s policies regarding job creating will not be materialized.

The main objective of this study is identifying information needs and information sources needed for the growth of small and medium-sized enterprises in the automobile industry, recognizing methods and tools providing information sources and whether or not the information sources and the instruments used to provide these sources, have any effect on the growth of small and medium-sized enterprises in the automobile industry?

Keyword: Growth, SME, Automobile Industry, Industry, Information Sources

Stimulation of Commercialization of Publically Funded Research: Some Examples to Ponder

❑ **Wojciech Nasierowski**
University of New Brunswick, Faculty of Business Administration,
Canada
nasierow@unb.ca

Abstract

This paper describes issues related to the commercialization of publically funded research. Solutions used in a variety of countries, are explored in an attempt to indicate best practices in this area. Issues of inventors? rights, commercialization drive at universities, and creation of collaborative linkages be-tween universities, research agencies, and businesses, as well as technology specialization patterns, are presented. In the absence of hard data about the issues discussed, only qualitative aspects are explored. This report can be considered as an indication for the need to explore aspects of commercialization more in detail.

Key words: inventors? rights, university research, commercialization, technological specialization.

Influence of Business Networks on Performance of Small and Medium Enterprises (SMEs): A Case-Study of Tourism Sector in Nepal

❑ **Binod Shrestha**
Research student (Ph. D.), The open University,
Walton Hall, Milton
shresthabinod@hotmail.co.uk

Abstract

Tourism has been a backbone of Nepalese economy for income and employment generation. Due to its natural biodiversity and flora and fauna, Nepal has been known to world as a natural location and it's gifted with various Himalayan ranges too. Most of the tourism business falls into Small and Medium Enterprises (SMEs) due to its number of employment and annual income. SMEs not only face challenges from large industries but among themselves as well. They focus short term challenges rather than being competitive within to establish themselves

In the literature however, this explanation in terms of finance factor has met with some criticism. The weak financial position in most small businesses could be a manifestation of serious management problems, which may include weak capacity to build networks (Pyakuryal and Sainju, 2007). A research focus on this line of enquiry at the SME level in developing country as Nepal; who has advantages from mass tourism due to its geographical situation and far from tourism hub; can be of important and relevant to various reasons (Malla, 2004). Considering tourists influx from neighboring country like India and China has raised the issue of sustainable for SMEs as the global renown businesses are coming to Nepal and huge number of FDI is also happening in Pokhara region of Nepal. Therefore, the established SMEs should look for alternative way to face these forth coming challenges

While the study of relationships and networks in business have a long history (Wilkinson, 2003), their role and importance in value creation and delivery is the subject of increasing attention in the marketing and business literature. Literatures show that various reasons are there for networks among SMEs. A firms' ability to develop and manage successfully its relationships with other firms may be viewed as a core competence, which varies among firms (Dodgson, 1993; Sivadas and Dwyer, 2000) and which is an important source of competitive advantage (Day,

2000). But what exactly is this ability and how can it be conceptualized? How Network happens and why do firm decide for networking to other firms and supporting agencies? An answer to these questions is important for both academics and managers.

For this research a qualitative research approach will be used and a case study will be done with hotels and accommodation businesses in the Pokhara region of Nepal. Interviews with the managers/owners of the hotels will be conducted with open-ended questionnaires and will try to highlight the actual network's meaning to them and how they perceived the benefits of such networking with supporting businesses and organization. The research will be conducted during July August, 2010 and will be ready to submit to for my MRes (Masters Degree of research) at Open University, Milton Keynes, UK by October, 2010. This study will be my base for further research towards my Ph D degree with OU. This will look into impacts of such networking in knowledge management and innovation in tourism sector. While conducting such research validity and research limitations will be considered.

The expected outcome for the study is to highlight the importance of networking in tourism business in Nepal and indicate the reform of policy towards the initiation of such structural change in tourism sector. This study will be valuable for both academicians and practical business managers.

Employer Branding Strategies: A Study with Reference to Indian Software Companies

❑ **Dr. C. Natarajan**
Senior Lecturer, Directorate of Distance Education,
Annamalai University, Tamil Nadu
Rajan_aucdm@yahoo.com, rajanaucdm@gmail.com

Abstract

This paper provides a glimpse into the world of three specific Indian software companies and offers an insider's view of their respective challenges, benefits and opportunities to develop and promote their employer brand to gain market share. Moreover, the paper seeks to examine the perception of the employees towards the employer branding experiences of these software companies situated in Tamil Nadu taking into variables such as employment package, culture and environment, integrity, and management performance. This paper is aimed to explain the need, importance, process, applicability, and outcome of employer branding.

Companies that are considered good employers have a strong identity and an image in the marketplace. Building such a brand requires a lot of introspection by the company, and answering the questions, 'what kind of company we are, and want to become?' and 'how do we live up to the expectations of our stakeholders?' To answer these questions a systematic enquiry with the employees is required. In this context, an attempt was made to study the perception of 525 employees working in 3 software companies.

According to this study, strategic thinking, effective communication, business knowledge, HR knowledge, and leading change are essential competencies needed by the HR professionals for successfully leverage their employer brands in today's competitive marketplace. If so, the employer brand will have a strong value proposition, with core corporate values at its foundation.

Since the study is conducted with only 3 software companies, a further work is required to identify how appropriate improvements in employee branding can be made.

Though it is not intended to exclusively represent the employer brand experiences of all Indian corporations, this information will be of interest to both Indian and

non-Indian human resource professionals. When properly planned and executed, an employer branding initiative can generate lively dialogue between an employer and its employees, build a rationale for a 'mutual working arrangement', and establish compelling reasons to commit to the arrangement. A remarkable reputation, perception and image in the job market builds on both the attractiveness in factors that are of fundamental importance to high performers as well as elaborate efforts, which make this attractiveness visible in the job market.

Employer branding is relatively new as a topic but is attracting the attention of human resource professionals. The strength of an organization's brand has a significant impact on the performance of its employees. This paper is novel in demonstrating empirically its role in promoting satisfaction, affinity, differentiation and loyalty.

Keywords: HR/Employer branding, Customer loyalty and Competitive advantage

Managing Multigenerational Workforce in India: Opportunities and Challenges

❑ **Afsha Dokadia**
Research Scholar, Tata Institute of Social Sciences
afshadokadia@gmail.com

Abstract

Today's workforce is more diverse than ever before. With the entrance of new generations of workers into the workforce, managers face a new challenge of handling various generations in the workplace. Generations have been researched, following Mannheim's approach that, generations are produced due to the differential impact of socio cultural change on different age cohorts. While a lot has been written on generational difference in the west, it has received little attention in the Asian countries. The subject of the current research explores the various generations at work in India and the opportunities and challenges managers face while handing these generations.

Qualitative research methodology was used to understand the contextual realities of the subject. The respondents were selected from public and private sector companies in India. In-depth interviews were conducted with 48 managers, which included both HR and non HR professionals.

The findings suggest that, some of the key challenges in handling a multigenerational workforce are, leadership, employee engagement, career development, compensation, and of learning and development. The findings also suggest that the two major factors that effect multigenerational workforce are, age of the organization and organizational culture.

Whilst Multigenerational differences pose huge challenges for managers, it also opens the gates of vast opportunities for companies to use the competencies of various generations for greater organizational success. The paper highlights some such areas of opportunities for Indian organizations. The paper concludes with suggestive themes for further research.

Mobile Number Portability (MNP): Customer Wins as Competition increases: Critical Analysis on Readiness amongst Indian Operators, its Challenges & Customer Expectations out of MNP

❑ **Mr. Niranjan Agarwal**
Reliance Telecom Ltd

❑ **Dr. Pradeep K. Jain**
Associate Prof., Dept. of Business Administration, Gauhati University-Assam - India
Pkjain60@gmail.com

The Indian telecom industry is about to launch Mobile Number Portability (MNP) in a phased manner, commencing from June 30th 2010. The earlier deadline of completion of March 2010 has been delayed. India is the 8th nation in Asia to launch MNP. MNP is effective in those markets which are highly competitive, with high penetration levels.

On the positive side, MNP offers flexibility to the mobile subscriber to change his/her service provider, while on the negative side, it fuels competition among service providers. In a competitive market like India, the real beneficiaries of MNP would be the subscribers, who will get better service offerings at competitive prices.

The objectives of this study are: analyzing the experience of other Asian markets with MNP, assessing the current scenario in the Indian telecom industry and its MNP adaptability, analyzing the Importance of Customer Life Cycle Management, how are Companies gearing up to retain the existing base, how are Companies gearing up to churn out base from competition, and customer's view on MNP. Both primary and secondary sources of data- published data from TRAI and others, interview with key personalities from telecom sector, and data from samples survey- are collected and analyzed.

Summary

- MNP allows subscribers to retain their existing mobile telephone number when they switch from one access service provider (telecom operator) to

another, irrespective of mobile technology, or from one technology to another, of the same or any other access service provider.

- India will implement MNP by June 30th 2010, across the country. MNP benefits telephone subscribers from the point of view of both pricing and quality and innovation in services offerings. It benefits service providers, since it necessitates introduction of new products and services in order to remain competitive. It gives a fair chance to all service providers to compete by offering innovative products, better quality and prices.
- Telecom operators generally charge porting charges, comprising of administrative fees and recurring monthly fees. Time taken to port the number from one provider to another may create obstacles for easy porting. High churn rate, price competition and product innovation and marketing costs are negatives for service providers.
- India is the 2nd largest telecom market in the world after China. The wireless segment, with 392mn subscribers, grew at a CAGR of 62% over last 5 years. The target of 500mn subscribers by end of calendar 2010 seems to be quite achievable.
- Around 60 countries have already adopted MNP. According to Frost and Sullivan report on MNP in Asian telecom markets, MNP worked well in South Korea and Hong Kong, while it has proved ineffective in Taiwan, Japan and Singapore. Of the 12mn subscribers in Hong Kong, 1.5mn apply for mobile number porting annually. Porting charges vary from $0.38 to as high as $42.92, while time to effect port varies from 3 hours to 7 days.
- The Indian telecom industry has been shifting focus from high income Metro circle to lower income semi urban and rural sectors, leading to consistent decline in ARPUs and increasing competition. In our view, introduction of MNP would fuel competition further and may give subscribers an upper hand to select what they perceive to be the best service provider for them.
- MNP allows subscribers to retain their existing mobile telephone numbers when switching from one access service provider (telecom operator) to another, irrespective of mobile technology or from one technology to another, of the same or any other access service provider. In other words, it enables the subscriber to retain his/her phone number, when switching subscription from one mobile service provider to another.

When Strategic Focus is Needed: Strategy Development at Emirates Identity Authority

❑ **Ali M. Al-Khouri**
Emirates IDentity Authority,
Abu Dhabi, United Arab Emirates.
ali.alkhouri@Emiratesid.ae

Abstract

This article presents a strategy development process followed at Emirates IDentity Authority (Emirates ID); a federal government organisation in the United Arab Emirates (UAE), tasked to implement the national ID program for all national and residents population. It is concluded with some lessons learned from both the previous strategy, as well as the new strategy development exercise.

Keywords: Emirates ID, Strategy Development, National ID.

A Constructive Remodeling Approach for an Output Driven Linkage between Knowledge Management and Customer Relationship Management

❑ **Prof. Dr. Dindayal Swain**
IMIS, Bhubaneswar, India.
dindayalswain@gmail.com

Abstract

Customer relationship management (CRM) and knowledge management (KM) initiatives are promoted towards the same goal: the delivery of continuous improvement towards customers. Initiatives stemming from this effort have been labeled 'customer knowledge management' (CKM) or 'knowledge-enabled CRM' (Gibbert, Leibold and Probst, 2002; Geib and Riempp, 2002; Gebert, Geib, Kolbe and Brenner, 2003). CKM as the utilization of knowledge for, from and about customers in order to enhance the customer-relating capability of organizations. Recent research shows that an organization's KM capabilities are the most significant critical success factor affecting CRM impact (Croteau and Li, 2003). However, due to a history of poor solutions coupled with technology failures, many companies have a hard time justifying CKM initiatives in today's business world (Rigby, Reichheld and Schefter, 2002; Yu, 2001). Nevertheless, the idea of combining KM initiatives with CRM activities is still alive as it has also proven to bring about considerable benefits when done correctly (Gibbert et al., 2002).In general, two core developments can be identified which finally led to the emergence of CRM. One of these developments was the shift from a focus on transactions to the establishment, marketing and nurturing of relationships with customers (Bose and Sugumaran, 2003). Due to the different influences leading to the development of the CRM concept, there are also many divergent perspectives on CRM (Zablah, Bellenger and Johnston, 2004). The research paper is a process-oriented approach by Shaw and Reed (Shaw and Reed, 1999), who define CRM as an interactive process achieving the optimum balance between corporate investments and the satisfaction of customer needs in order to generate the maximum profit. The CRM discipline's relationship with KM approaches and technologies has widely been recognized as a relevant field of research (Romano and Fjermestad, 2003; Fahey, 2001; Romano, 2000; Winer, 2001; Massey et al., 2001). As CRM processes can be considered semi-structured or even unstructured, they reveal a high complexity as well as a strong knowledge intensity (Eppler,

Seifried and Röpnack, 1999). Since collecting, storing and distributing relevant knowledge for those CRM processes makes the deployment of KM techniques necessary, it is evident that an organization's KM capabilities play a key role in CRM success (Croteau and Li, 2003). In the above context, KM can be defined as "the process of critically managing knowledge to meet existing needs, to identify and exploit existing and acquired knowledge assets and to develop new opportunities." (Quintas, Lefrere and Jones, 1997) Likewise, CKM can be defined as the systematic handling and management of knowledge collected at customer interaction points which are required for the efficient and effective support of business processes (Geib and Riempp, 2002). To establish the above notion, the paper distinguished three kinds of knowledge flows that play a vital role in the interaction between an organization and its customers: knowledge for, from and about customers. Firstly, in order to support customers in their buying cycle, a continuous knowledge flow directed from the company to its customers (i.e. knowledge for customers) is a prerequisite (Davenport and Klahr, 1998). Knowledge for customers comprises information about products, markets and suppliers (Garcia-Murillo and Annabi, 2002) and is primarily addressed by CRM service processes. This knowledge dimension also impacts the customer's perception of the service quality - which has been identified as an important determinant of satisfactory financial performance (Wang and Lo, 2004; Taylor and Baker, 1994; Spreng and Mackoy, 1996). This paper is an honest endeavor to conceptualize in an analytical format the linkage between knowledge management and customer relationship management, having a thrust on the role knowledge management plays in shaping the CRM strategy of an organization.

Key words: CRM, Knowledge Management, Base Modeling, Process oriented approach.

Logistics Management in a Complex Adaptive Environment: A Case of Humanitarian Organizations in Developing Countries

❑ **Awuor Emmanuel**
Lecturer, Production & Operations Mgmt., Chandaria School of Business,
United States International University – Africa, Nairobi, Kenya.
eawuor@usiu.ac.ke

Abstract

Although many humanitarian aid organizations originate from or have head offices in developed countries, much of their logistics responsibilities are within countries where the practice of logistics is not developed. This is therefore a concept paper exploring the challenges of logistics management in environments are deemed to be complex. The paper explores the nature of complexity of such environments and the need to have an effective logistics operation especially in the humanitarian aid context. Knowledge of logistics could play a critical role in solving social and economic problems of many developing countries particularly related to food famine relief. However, policy makers in many developing countries seem unaware of the benefits of logistics. Often there is little agreement on the optimal relationship between different components in the international famine relief supply chain.

Even where there is awareness of the importance of logistics, the practice is still undeveloped. In addition, much humanitarian aid moves across borders as part of international logistics movements where there are often complexities not found in logistics taking place within the boundaries of a single country. Such complexities may be caused by technical factors such as products in containers being subject to temperature changes as ships cross different latitudes. They may be financial such as fluctuations in currency rates, or they may involve conflicting legislative systems.

There are also specific international logistics complexities associated with greater choice of inventory location, longer transport times and the widespread use of intermediaries compared with domestic logistics. It is also to be noted that identification of appropriate logistics measures of performance targeted at donor / suppliers is required, possibly in combination with the development of programmes in logistics awareness for donors. There is little tendency to maintain close logistics control from head offices of NGOs through measures of logistics performance and there may be a demand for training in logistics costing and performance measurement especially designed for aid organizations. The paper conclude by giving preliminary findings on a survey result conducted on humanitarian aid organizations with regard to logistics management.

A Dynamic Model for Value Creation in Engineering Firms in Egypt

❑ **Mona Abu-Hamd**
Graduate student, Building Civil and Env. Engineering, Concordia University, Canada
m_abuh@live.concordia.ca

❑ **Mohamed Abd El Latif Bakr**
Manager, Strategic management department, Social fund for development, Egypt mohamedbakryster@gmail.com

❑ **Moheb El Saeed**
Prof., Structural Engineering Department, Cairo University, Egypt
elsaid1204@yahoo.com

Abstract

The market status in Egypt is complex and changes rapidly, accompanied with a constantly increasing customer demand, and high market competitiveness, on both the local and international scales. These factors introduce a new definition for the competition, to define the firm's state in market, the competitive advantage by which it would compete, attain the required revenues, and, hence, satisfy the highly demanding customers. The paper overviews the strategies by which the different engineering/ consulting firms in Egypt react to such an environment and create value. The Strategy Maps is used as a visual representation of the key drivers of an organization's value creation and to show how specific outcomes in each business perspective are linked. The model is investigated in the selected firms, using a field survey, which revealed how the different strategies adopted by each firm could be linked to its internal business perspectives. The cause and effect relationships among various performance metrics are highlighted, and the concept of the non linearity of the interrelationships connecting the value streams; the dynamic complexity, is investigated as well. A business model simulating the different processes and the dynamic relations connecting them is developed, which serves as a usable model for the future use and provides recommendations for the studied firms. This paper highlights the basic components for the business models and how they create value to increase the efficiency and performance of the firms. It shows as well that the integration and the alignment between the different perspectives is not enough, the dynamic nature should be studied to consider the difference in time and space.

Faculty Retention: A Challenge to Self-Financing Higher Educational Institutes in India

❑ **Dr V. K. Kaushik**
Associate Prof., Dept. of Mgmt. Studies, The Technological Institute of Textile & Sciences, Haryana, India
virenderk_kaushik@rediffmail.com

❑ **Dr Neeraj Kaushik**
Asst. Prof., Dept. of Mgmt. Studies,
he Technological Institute of Textile & Sciences
Haryana, India
kaushikneeraj@gmail.com

❑ **Ms Samridhi Tanwar**
Asst. Prof., Dept. of Mgmt. Studies,
The Technological Institute of Textile & Sciences
Haryana, India
samridhi.tanwar@gmail.com

Abstract

The youth of India, often referred to as its demographic dividend, accounts for over 50 per cent of its total population, with 367 universities and 18,000 colleges with half-a-million teachers and about 11 million students on the rolls. In recent months, the education segment has also seen the rising interest of private equity players. To manage these half a million teachers effectively various educational Institutes vis-a-vis Universities are devising various HR practices and strategies.

Initiatives like assigning appropriate responsibility to the appropriate personnel, looking at their career advances, promoting research and consulting initiatives and developing them for the future challenges are taken by most of the institutes. Even after all these initiatives, the major problem that the institutes are facing is that the faculty members are frequently switching their academic institutions. The high rate of faculty turnover is now a big problem for private institutes/university management, and this issue needs to be addressed immediately. The average rate of turnover is almost (except a few) in between 16 to 17 percent per year, and this figure is even higher for some institutes/universities. Although most of the Universities work on the model of corporate sector but still a lot of problems arise due to the poor regulation of the Universities.

In such an environment, not only attracting but especially retaining faculty is an activity that is of pivotal importance to the longer-term well-being of

university/institutions. Future university/institutions affluence hence depends on a principal area of attention within the HR management function. Given that a private university and institute resources are limited, institute may not be able to develop best practices in all their HR activities .For vice chancellors of universities/directors of institutions it is paramount to develop effective retention strategies based on an understanding of the factors that are relevant with respect to faculty retention, specifically in private universities/institutes.

This study is based on the survey conducted among vice chancellors/directors as well as among faculty member of private (self financing) universities/institutions of North India. The objective of the study is to identify the relevant faculty retention factors and rank these factors in order of perceived importance. This shall provide key insights for formulating faculty retention strategies and to make their HR practices and strategies convergent with the external and internal environment.

The research questions that we formulated in this paper were the results of our observations regarding developments in the higher education environment that pose university/institutions with the challenge of effectively coping with faculty retention .As faculty constitutes a mission-critical resource, the issue of faculty retention is of crucial importance to ensure future viability. The faculty retention survey that we developed recognize this importance as it aimed for identifying the most important faculty retention factors and categories as perceived by faculty and directors.

With regard to our first research question (What factors are important for faculty retention?) the findings of our research suggest that academic freedom, research time, a stimulating peer community and opportunities for professional development were perceived as most important by faculty. With regard to our second research question (Are there differences in what directors think faculty finds important retention factors and what faculty actually finds important factors?) it appears that, although directors seem to have a reasonable idea on the most important retention factors of faculty on the whole, perceptions of directors and faculty differ as to the factors which are most important from a faculty retention point of view. Of the top retention factors as perceived by faculty, only three factors are located within the tentative band-width of the nine factors that fall outside the band-width, six may pose a problem as directors underestimate the importance of these factors as perceived by faculty. Decision making and resource allocation by directors with regard to these factors should take into account these gaps as ignoring them may eventually lead faculty to leave their school and costs

valuable resources that may be better used for addressing problems in other areas. A similar observation applies to the retention categories used in our research.

Directors incorrectly believe that faculty attach more importance to 'institutional' issues than to the practical issues while faculty appreciates freedom and having possibilities for personal and professional development, Directors wrongly believe that the 'institutional' issues such as culture, reputation and Internationalization are much more important to retain faculty.

Our findings lead us to think that directors and faculty seem to make up different social worlds. For directors, understanding the social world of institutes' faculty to the best extent possible may be of vital importance to address some of the most cutting problems that the business school community faces. Obtaining insight into what drives business school faculty may help directors to formulate sound and appropriate retention polices.

Entrepreneurship - A New Career Path for Young Indian Women

❑ **Neelam Sheoliha**
Asst. Prof., Accurate Institute of Management and Technology,
Greater Noida, India
neelamsheoliha@rediffmail.co , tansies@hotmail.com

Abstract

It is a general belief in many cultures that the role of women is to build and maintain the household affairs like the task of fetching water, cooking and rearing children. Since the turn of the century, the status of women in India has been changing due to growing industrialization, urbanization, spatial mobility and social legislation. Entrepreneurship has been a male-dominated phenomenon from the very early age, but time has changed the situation and brought women as today's most memorable and inspirational entrepreneurs. In India and almost all the developed countries in the world women are putting their steps at par with the men in the field of business.

Indian women have come a long way with changing time .Interestingly; issues related to women in India, like female foeticide, bride burning and sati are a passé in modern India. The call of present time is that women should be financially independent. Efforts have been made by various governmental and non governmental agencies all over the world to promote the women entrepreneurs, the myth that women are fit only for papad and pickle making is shattered completely in India.

This paper is designed in different sections. , depicting the introduction of women as an entrepreneur, various opportunities ahead & barriers confronted by them ,promotional efforts & conclusion of the study focusing on the various ways to improve their status .

Strategic Alignment between Knowledge Management and Human Resource for Organizational Performance

❑ **Manoj Kumar Chaudhari**
Lecturer and Ph. D. Scholar, Tribhuvan Univeersity, Faculty of Management, Central Department of Management , Kritipur, kathmandu
manoj86385@yahoo.com

Knowledge Management has undoubtedly becomes an important area of the study for the business people and researchers. Knowledge and its management have moved up the corporate agenda due to the idea that knowledge is a source of competitive advantage. For this reason, knowledge management strategies are used to identify where the best practices and experts are located in the organization. This paper is based on published literature rather the survey based. The importance of the knowledge management strategy for effective business strategies and activities has been noted. The relationship of KMs and business strategy is an important concern for business society and researchers. However, their efforts do not always show positive performance. Since enough expectations indicate that knowledge strategy and business strategy are interdependent that must align with the HR strategy interms of interpersonal and communication skills, professional and vocational skills and leadership skills of managers in their particular organization as a whole. Consequently the collected information based on literature, suggests that strategic alignment among the three strategies is the key factor which will help organization to achieve a higher performance in the competitive market.

Keywords: Knowledge Management Strategy, competitive strategies, Human resource strategy, leadership skills, communication skills professional and vocation skills and strategic alignment.

External Managerial Networks, Strategic Flexibility and Organizational Learning: A Quality Management Perspective

❑ **Leopoldo Gutiérrez Gutiérrez**
Department of Business Administration; University of Granada;
Granada; Spain
leogg@ugr.es
❑ **Virginia Fernández Pérez**
Department of Business Administration; University of Granada;
Granada; Spain
vfperez@ugr.es

Abstract

This paper studies the effect of external managerial social networks on strategic flexibility and organizational learning. The literature on external social networks suggests that they can affect strategic flexibility and organizational learning positively. Quality management also contributes to developing these networks. However, there is currently a wide variety of alternatives for managing quality in organizations, such as ISO Standards or the EFQM model. Thus, different alternatives will influence the external social networks differently in ways that have repercussions for strategic flexibility and organizational learning. Through a comparative ANOVA analysis and different regressions, we observe that external social networks affect strategic flexibility and organizational learning positively, primarily through greater size of the networks. On the other hand, we find that, depending on the kind of QM initiative implemented in the organization, other effects vary. For example, in organizations without QM, the range of external social networks influences strategic flexibility negatively, whereas in organizations with ISO standards, this negative effect disappears. In organizations with TQM, we find the positive effect of both size and strength of relations in the networks. For organizational learning, a negative relationship between this capability and network range was found for Non-QM firms group. This relationships turned positive for TQM firms group. The current paper includes these and other conclusions, as well as future lines of research.

CORPORATE SOCIAL RESPONSIBILITY

CSR: A Challenge for the Corporate World and the State

❑ **Shish Pal Sinhmar**
Asst. Prof., Dept of Commerce, Dyal Singh College,
University of Delhi
dsc.shish@gmail.com, shish_14@yahoo.com

Abstract

The Friedman's formulation that "the business of business is business" has outlived its utility, social responsibility and being a good corporate citizen are the buzzwords today. In the long run, organizations who do not exercise power and conduct business which society considers responsible will tend to lose. Therefore, an organization needs to operate a business in a manner that meets or excels the ethical, legal, commercial and public expectations that a society has from the business.

The concept of corporate social responsibility has gained prominence from all avenues. Corporate Social Responsibility is an evolving concept that currently does not have a universally accepted definition. The emerging concept of Corporate Social Responsibility (CSR) for businesses goes beyond charity; it requires the company to act beyond its legal obligations; to integrate economic, social, environmental, ethical and other concerns to company's business model. CSR practiced by companies can become one of the important drivers of inclusive development. What may be needed is refocusing CSR as a strategy to promote overall human development. The practice of CSR is subject to much debate and criticism to harmonize the business concerns of earning profit and to allocate resources to CSR, therefore it is a challenge for the corporates and the state (*which includes community*) at large to see that the interest of the society are protected.

Though it is the primary responsibility of the government to ensure inclusive and sustainable development, it is simply impossible not to look at supplementary efforts by other players. But the government can play a pro-active role in inspiring other players including industries and the corporate sector to fulfill their social commitments. The government needs to fine-tune its economic policies and incentive schemes for industry and trade to persuade, motivate and make to behave as a responsible corporate citizen. The objective of the paper is to see why CSR still remains a challenge for the corporate world, for the state and what more needs to be done for inclusive as well as sustainable development.

As Abraham Lincoln said, "*You cannot escape the responsibility of tomorrow by evading it today.*" The future of the business lies in doing a responsible business.

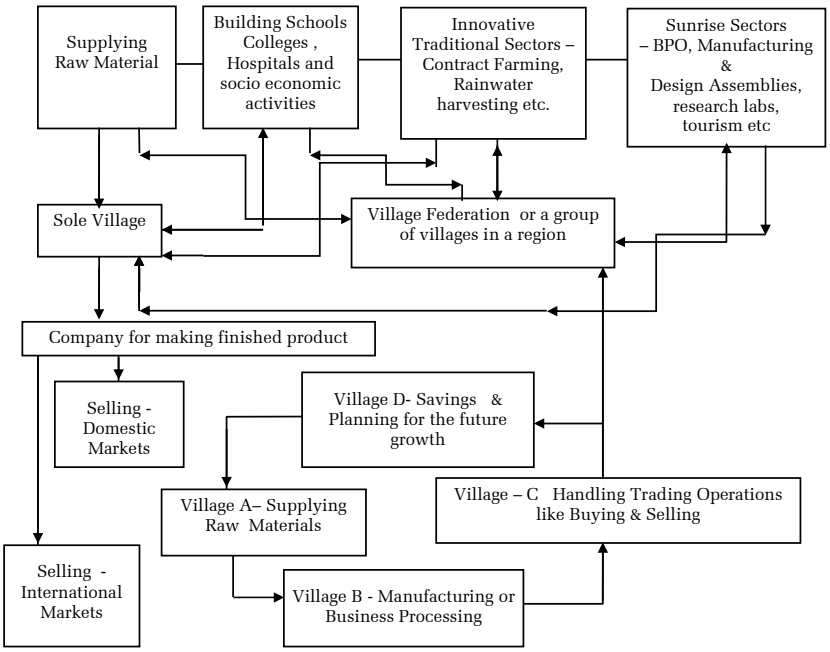
The Face of Corporate Social Responsibility at the Village Level

Susanta Mandal
Satellite Office, XLRI Jamshedpur, School of Business & Human Resources
Circuit House Area (East), Jamshedpur India
susanta@xlri.ac.in

Abstract

Any diverse society coming up with solutions with modern values, overriding the levels of exploration and cohesiveness of a religion is highly welcome (Keinert, 2008; Barret, 2006; Capaldi, 2005). The objective of this paper is firstly to discuss how can villages woo corporate, create opportunities for business and bring about socio economic development of a region in the light of their CSR activities. Secondly where bigger plans cannot take off for want of resources, a combined number of villages can give ideas a shape

Firms prioritizing compliance to profit through Management team reputation, respecting Human Rights issues, opting for third party certification audits will charge premium and command high stock valuation (Keinert, 2008; Blackburn, 2007). Engaging Employees where sustainability will show the money in the model.



Source: As Computed by the Author

In this frame work a company is sourcing raw materials like wood or iron ore for making furniture or steel and paying royalties on the mines/plantations taken on lease for services rendered and through taxes paid to a local village government (Panchayat) or the federation in this case (villages A, B, C and D) for reinvestment in education, healthcare, agro diversity and sunrise sectors like Business Process Outsourcing, tourism, research labs, design and manufacturing assemblies etc. With this companies will be indirectly promoting liquidity, credit flow from the services these sectors begin to offer like provide stability to the secondary market, process re-engineering across the value chain, fight vendor consolidation risks, utilize Information Technology through cloud strategy as today businesses rather than habitability determines the growth of a township.

Day by day companies read the writing on the wall that consumers are demanding more than a quality product at a low price with no window dressing when coming to values and adherence to law. Good causes like a played out mine flooded to create a lake or develop recreational facilities as the environment has value because it gives us – water, medicines, shelter and what it cannot give is open space and untrammeled wilderness (Esty and Winston, 2006; Grenville, 2007)

A village federation's success depends on how much is decision making decentralized allowing access to data to make coordinated informed judgments (Boiller, 2007; *Bubna – Litic David, 2009*)**.** Consultation, engagement, employment equity initiatives, cash profit sharing, dual class share structure will show us some more interesting faces of CSR(*Kolb*, 2006)

FDI Perspective in Higher Education in Indian Context

❑ **Dr. C. Mahadevi Murthy**
Asst. Prof. Dept. of Commerce and Management, First Grade College,
Kuvempunagar, Mysore, Karnataka
cmmurthypranav@gmail.com

❑ **Dr. Veena K. P.**
Faculty, P.G. Dept. of Master of Business Administration,
Maharani's College for Women, Mysore, Karnataka.
kpveenamurthy@gmail.com

Abstract

India was winning the twenty-first century knowledge race among emerging economies.

India is the third largest higher education system in the world (after China and the USA) in terms of enrolment. In terms of the number of institutions, India is the largest higher education system in the world. India has more than 100 million people in the 18-24 yrs age group. Only 10% of these have access to higher education. India to maintain its economic growth in a global market place fueled by the knowledge economy, it needs to nearly double its number of students in higher education by 2012. Opening up of the education sector to Foreign Direct Investment (FDI) has become a very sensitive issue. It is widely concerned that FDI can have positive impact on the country's economy. In 2002, the Indian government liberalized its policy on FDI in services related to education.

In 2007, the Indian Government announced a nine fold increase in higher education spending over the next five years. On March 16, 2010, the Union Cabinet cleared the Foreign Universities bill for introduction in parliament. If it passes, the bill will for the first time allow foreign universities to establish themselves in India. The hope is that this will help India expand its capacity more quickly and save the country billions of dollars in foreign exchange outflow. The bill as proposed would allow 100 percent foreign direct investment (FDI) in higher education. For example, a foreign university will have to invest a minimum of $11 million before starting operations, and it is not supposed to make a profit or cross-subsidize other university operations from its Indian branch. The lack of significant FDI can be attributed to the restrictive regulations imposed by the government. Considering

that the higher education sector is in desperate need of additional resource allocation, the government needs to encourage the influx of not only foreign institutions but also foreign investments in this sector. At present there exist 354 universities or university level institutions in India. Of these 172 are conventional universities (including 33 institutions for specialized studies in different disciplines), 37 institutions provide education in agriculture, 16 in Health Sciences, 38 in engineering and technology, 1 in journalism, 5 in law and 10 are open universities. Apart from this there are a very large number of deemed universities as well as autonomous institutions that may be public or private. Beyond the establishment of foreign universities, the bill and the government must address the relationship between foreign direct investment and education.

The Impact of Incongruency in CSR Actions and Internal Practices on Employee Affect and Attitudes

❑ **Rahul Chandra Sheel**
Doctoral Student at Indian Institute of Management,
Ahmedabad, India
rahulsheel@iimahd.ernet.in

❑ **Prof. Neharika Vohra**
Professor at Indian Institute of Management,
Ahmedabad, India
neharika@iimahd.ernet.in

Abstract

The concept of corporate social responsibility (CSR) has gained phenomenal popularity since the last couple of decades. Similar concepts have been proposed that refers to a more humane, ethical and transparent way of doing business (Marrewijk, 2003) e.g. corporate sustainability (Sharma & Henriques, 2005), corporate citizenship (Matten & Crane, 2005), corporate social performance (Wood, 1991; Wartick & Cochran, 1985) and CSR (Carroll, 1999).

Extant literature has largely focussed on the measurement of the positive effects of CSR on the firm's financial performance (Orlitzky, Schmidt and Rynes, 2003; Margolis and Walsh, 2003) however, some recent studies have contributed in building a positive relationship of CSR practices on employee affect and attitude. It is found that employees of the firms engaged in CSR activities have greater identification towards the employer (Chong, 2009; Kim, Lee, Lee, & Kim, 2010), greater organizational commitment (Turker, 2009; Brammer, Millington, & Rayton, 2007; Peterson, 2004) and job satisfaction (Valentine & Fleischman, 2007). Kim et. al. explains that the formation of commitment through CSR activities is mediated by employee company identification.

Though firms are active in community involvement initiatives, some of them are also blamed to construct a deliberately overinflated image (Leo & Weeden, 2008) of their CSR initiatives or engaging in corrupting political processes (Mattera, 2010; Reich, 2007). In such situations it is interesting to ask whether CSR practices will always positively influence employee identification with the firm as evident in Kim et. al. (2010) findings. What other factors may influence this relationship and how will be the focus of this paper.

It has been found that employee attitudes and behaviours are influenced by their perception of fairness of the organization's actions (Cropanzano, Byrne, Bobocel, & Rupp, 2001). CSR is a way of firm's signalling about its concern for social equity and care for the society. However, employee's perception that the culture and practices of the organization do not promote equity will lead to a dissonance among its employees. Incongruency of organizational image and its internal practices may affect the relationship between CSR and employee identification with the firm negatively (Philippe and Koehler, 2005).

Gaps may arise in the way organizations wish to be known and the way employees actually perceive them (Davies & Miles, 1998). Organizations having unethical practices may jump on to the CSR bandwagon to enhance its brand image as being ethical while employees may be dissatisfied with the existing organizational climate. Such incongruency between the nature of ethical practices within the organization and outside it is also likely to lead employees to feel cheated, angry, and unhappy with their association within the organization.

This paper contributes to the literature by taking forward the understanding of relationship between CSR actions of organization and positive feelings among employees.

Investment in Corporate Securities: A Study of Small Investors in Bangalore City

❑ **Prof. Rajnakar Laxman**
Dean, School of Business and Economics and Chairman,
Dept. of Commerce,
Central University of Karnataka,

❑ **Dr. Shivakumar Deene**
Asst. Prof., Dept. of Commerce and Mgmt., Govt.
First Grade College, Karnataka- India
drdeene@rediffmail.com

Abstract

Investing in corporate securities is not as easy as that of investing in any other kind of financial assets. Investors are careful in selecting a security out of a variety of corporate securities that are offered to them by the corporate sector. The risk-return characteristics of the corporate securities and a number of other factors are taken into the consideration before they taken their investment decision. The investing public differs in their tastes and outlook and their investment objectives vary from one to another and may also vary from time to time for a given investor. As such, it become some what complex and complicated to take a right investment decision that suits the specific objectives of an investor. The present papers attempts to educate the small investors in selecting various kinds of corporate securities and making best economical use of available

Effective Internal Audit - A Stepping Stone towards Corporate Governance: Study of Indian Corporate Houses

❑ **Dr. Kalyan Mukherjee**
Associate Prof. and Head, Department of Commerce,
Hojai College, Assam, India
kmukherjeein@yahoo.co.in

❑ **Dr. Pradeep K. Jain**
Associate Prof., Dept. of Business Administration,
Gauhati University, Assam, India
pkjain60@gmail.com

Abstract

A corporate house is accountable to its various stake holders. Share holders who put their hard earned money to the corpus of a corporate house will ever deserve a judicious return on their capital investments. Transparency in the accounting system is very much desirable by the stake holders, at any given point of time. The strategic decision to form optimizing control mechanism is nothing but Corporate Governance. It is a system of rules and norms which are likely to be institutional market in the area or pursuing different categories of stake holders, management, consumers etc. A good Corporate Governance can be achieved suitably by way of effective internal audit. A Corporate Governance is the fundamental pillar against pressures which induce fraud as a result of lack of transparency of information flow.

An effective internal audit maximizes the creative value of shareholders which in other words prevent accounting frauds. Accounting frauds, on the other hand, can be prevented by way of a transparent and timely communication. It is discernible from the facts and circumstances that corporate houses with effective internal audit will have a good corporate governance. As such there is a positive correlation between the two parameters. Financial scams or accounting frauds those are noticed from time to time, in the corporate houses of India, have revealed poor internal audit. Keeping in mind this concept, present researchers have considered studying a few Internal Audit Reports and the existence of Corporate Governance of Indian Companies and whether the same has maximized the created value of stake holders.

Corporate Social Responsibility in Indian Steel Industry

❑ **Prof. Dr. Pulidindi Venugopal**
VIT Business School, VIT University
pulidindi.venu@vit.ac.in

❑ **Prof. Dr. P. Vijaya Kumar**
Jawaharlal Nehru Technological University, Kakinada
padishalavk@yahoo.co.in

❑ **R. Gangadhar**
Research Scholar, Jawaharlal Nehru Technological University
rayudu_01@yahoo.co.in

Abstract

Corporate companies adopted the culture of 'doing the right thing' with which they build the brand image basing on distinctive ethical values in getting loyalty of the customers. Before independence, corporate sector was dominated by British firms and they had hardly any social relevance. Even after independence social activities are done by only Government organizations at large and then by NGOs. From the economic reform of 1990-91 there is enormous competition among the corporate companies, which caused a change in the objective of the firms from 'to sale goods or product' to 'satisfy the customers'. Today most of the companies are looking for social activities, and spending lot of money for the society. But the contribution is very nominal when compared with their profits and sales volumes. The term corporate social responsibility reflects the impact of corporation's activities on society, as it is the duty of the corporate to carry some social activities. The vital social performances are community development, human resources, physical resources and Environmental contributions and product or service contributions. The iron and steel industry presents one of the most energy intensive sectors within the Indian economy. Historical examination of productivity growth in India's Iron and steel industries reveal that we can identify exponential growth in its sales and profits, but their contribution to corporate social responsibility is more under scrutiny because the natural resources are consumed in a large scale and are granted many national and regional subsidies apart from the services and resources of people. This paper examines the contribution of Indian iron and steel industries towards CSR in the light of parameters like Human rights, National sovereignty, local communities, labours, consumer protection, environmental aspects, economic aspects, and welfare of the employees.

Corporate Social Responsibility Practices and Motivations: Two Portuguese Illustrative Cases

❑ **João F. Proença**
Associate Prof., University of Porto,
Faculty of Economics
jproenca@fep.up.pt

❑ **Manuel Castelo Branco**
Assistant Prof., University of Porto,
Faculty of Economics

Abstract

Increasingly corporate social responsibility (CSR) is analysed as a source of competitive advantage and not as an end in itself. This paper provides insights on CSR practices and motivations by two Portuguese corporations. The results obtained suggest that moral reasons can motivate firms (and individuals within them) to engage in social responsibility activities. Social issues may merit moral consideration of its own apart from their interest to stakeholders and lead managers to consider the social impacts of corporate activities in their decision making.

Key Words: corporate social responsibility; Portugal.

Do Family EMNCs Differ from the Typical MNCs? - The Case of Indian Overseas Family Businesses

❑ **Prof. Dr. Vipin Gupta**
Co-director, Global Management Center,
College of Business and Public Administration
California State University – San Bernardino, USA
gupta05@gmail.com

Abstract

The emerging market multinational corporations (EMNCs) are becoming increasingly prominent, and family firms are disproportionately represented among these. In this paper, we present a model of "typical MNC behavior" based on selected themes from the received literature, which is shaped largely by the experiences of the openly held and professionally managed industrialized market MNCs. Using the case study of Indian overseas family businesses (OFBs) over the 19th and 20th centuries, we show how the internationalization pathways diverged from the "typical MNC behavior" model. We identify gaps in the "typical model" and suggest their implications for refining the MNC literature to be more relevant to the EMNCs.

Keywords: Emerging Multinationals, Family business, Indian Overseas Family Business, Multinational Corporations

Corporate Governance Practices in India: Issues & Challenges

❑ **Prof. Sumeet Gupta**
College of Management and Economic Studies
University of Petroleum & Energy Studies
sumeetgupta@ddn.upes.ac.in, sumeetbgh2007@gmail.com

Abstract

This paper use disclosure in annual reports to examine corporate governance reporting by selected Indian companies. The objective is to understand whether companies are complying with the corporate governance code, in substance or merely in form, as prescribed by SEBI. It should be established here that the paper considers the reporting practices of the selected companies and not actual management practices of corporate governance. This paper is an attempt at understanding the emergence of the notion of Corporate Governance and highlights the importance of effective corporate governance and why it has become an important issue for debate and discussions.

CSR: A Source of Competitiveness and thus Enhancing the Competence of the Corporate

❑ **Dr. Upender Sethi**
Asst. Prof., Dept. of Commerce, S. U. S. College,
Matak Majri,Dist. Karnal,Haryana, India

❑ **Ms. Sunita Bharatwal**
Asst. Prof., Dept. of Mgt. Studies,
The Technological Institute of Textiles and sciences,
Bhiwani, Haryana, India
sunita_bharatwal@rediffmail.com

Abstract

Corporate Social Responsibility (CSR) defined as "the ethical behavior of a company towards the society," manifests itself in the form of such noble programs initiated by for-profit organizations. CSR has become increasingly prominent in the Indian corporate scenario because organizations have realized that besides growing their businesses it is also vital to build trustworthy and sustainable relationships with the community at large. Corporate Social Responsibility (CSR) which is popularly known as corporate responsibility is a whereby organizations consider the interests of society by taking responsibility for the impact of their profit oriented business activities on customers, suppliers, employees, shareholders, communities and other stakeholders, as well as the environment. Though India is one of the fastest growing economies, socio-economic problems like poverty, illiteracy, lack of healthcare etc. are still pertaining and the government has limited sources to handle these challenges. This scenario has opened up several areas for businesses to contribute towards social development. CSR is not newly developed concept in India. Corporate like the Tata Group, the Aditya Birla Group, and Indian Oil Corporation, etc have been involved in serving the community right from their establishment. Many other organizations have been doing their obligations towards the society through donations and charities. But today, CSR in India has gone beyond merely charity and donations, and is approached in a more organized fashion and has become a vital and an integral part of the corporate strategy. Companies formulate a separate CSR team that devises specific policies, strategies and goals for their CSR programs. CSR Programs could range from overall development of a community to promote and motivate education, environment, healthcare etc in the community. The present

paper provides an excellent platform to study few CSR initiatives executed by Corporate in working with the local communities and is experts in tackling specific social problems. Further an attempt has been made to study that what are the key areas on which a company must focus and which is helpful in forming the part of good corporate responsibity. . Corporate Social Responsibility (CSR) can be seen as a company's obligation to be sensitive to the needs of all to take account not only of the financial/economic dimension in decision-making, but also the social and environmental consequences. In the present paper, the authors have endeavored to critically analyze the role of CSR in Indian corporate environment. The findings of the paper described that a company, society and a country could be grow only if the company's goal is directed towards the development of the society because healthy society produce healthy customers which in turn increase the profits of the company.

The Impact of CSR on Performance and Image of Banks in India

❑ **Dr. Suresh Chandra Bihari**
Associate Prof. IBS, Hyderabad, India
scbihari@gmail.com, scbihari@yahoo.co.in

Abstract

The purpose of this paper is to map the Corporate Social Responsility (CSR) practices of major players in Indian Banking Sector and to find out the impact of such practices on the performance and image of such players.

The paper is based on the published records of some major players both in the public sector as well as in the private sector banks of the country which has been linked to their published financial performance, and image for the last few years with the objective of assessing the impact of the CSR practices on the performance and image.

The findings suggest that banks in India are increasing their activities under corporate social responsibility which is also impacting their business in the positive direction, apart from improving their image and goodwill.

The study was conducted through secondary data since CSR activities are mainly performed through the Central/Head Office of the Banks and they are located in major metropolitan centres of the country. But as CSR improves the performance of banks in terms of goodwill, image, and business, this may be a good example for other service sectors as well

This paper observes that the work done for society may pass on the advantages to the corporate world and initiatives in this area may enhance their value.

Keywords: Banks in India, Corporate Social Responsibility, Performance, Business, Image.

Role of Banks in Performing Corporate Social Responsibility: A Comparative Analysis of Punjab and Himachal Pradesh

❑ **Dr. Pawan Kumar Dhiman**
Associate Prof. -EDP,
Sant Longowal Institute of engg. & Technology, Longowal, Punjab
dhimanpawan63@yahoo.co.in

❑ **Ms. Amita**
Ph. D. Scholar,
Sant Longowal Institute of Engineering & Technology,
Longowal, Panjab

Abstract

Corporate social responsibility stands for business contribution to sustainable development and covers company's active participation in different fields, human rights, human resources, relations with clients, suppliers, and other stake holders, corporate governance, environment and contribution to community and society. The social responsible attitude is integral part of the identity of financial institutions like banks, and it is one of their distinctive features. The Reserve Bank of India has asked the banks to pay special attention towards integration of social and environmental concerns in their business operations. Many of the newly formed public sector enterprises especially banks are aware of the importance of such a step and therefore are having an active CSR department in their undertakings. This paper is an attempt to find out the initiative taken by banks in Dharamsala block of District Kangra (Himachal Pradesh) and Sangrur block of District Sangrur (Punjab) related to its target allotted and target achieved. It has been found that many banks have not achieved their target as allocated by the government in the priority sectors in both the states. It has also been observed that banks are financing only to the well of and established groups and are not fulfilling corporate social responsibility by advancing to the poor and needy people for setting up their business enterprises under Prime Minister Guarantee rojgar Programme (PMEGP) and Self- Help Groups. (SHGs)

The Impact of Culture and Alliance Strategy on Firms' Performance in Global ICT Industry

❑ **Monika Golonka**
Ph.D. Candidate, Kozminski University Warsaw, Poland
monika.golonka@gmail.com

❑ **Prof. Dr. Robert Rzadca**
Kozminski University Warsaw, Poland
rzadca@alk.edu.pl

Abstract

In this article, we explore relationship between partnering strategy (exploration vs. exploitation) and firms' market performance as well as culture differences impact on firms' partnering strategy and market performance in global ICT industry.

The sample covers 30 of the largest firms and their alliance portfolios from global ICT industry. Focal firms' alliance portfolios data are collected mainly from SDC Platinum Database, containing alliance data from over 25 years period of time. Alliance data for our analysis cover years from 1990 till 2009, because of data completeness as well as timeliness. After data cleaning the final sample had 10 247 ties including 7 258 unique partner firms in focal firms' portfolios. Focal firms' financial data source to calculate focal firms' market performance is the Infinancials database. To test our hypothesis we applied Pearson's correlation coefficient as well as regression analyses.

Our findings show that the exploration type of alliance strategy is dominant in ICT industry. There are correlation links between:

- Firms' market performance and alliance strategy (exploration strategy seems to be more effective in global ICT industry).
- Firms' country of origin as well as organizational model (based on Hofstede's cultural dimensions) and firms' alliance strategy type; the dominant exploration alliance strategy is characteristic for "village market" type of firms (small power distance, weak uncertainty avoidance). Exploitation one is typical for "pyramid of people" type of organization (large power distance, strong uncertainty avoidance).

Moreover, there is also a relationship between the model of organization and firm's market performance.

Our results support the importance of "third leg" (except positioning school and resource-based view of the firm) explanation – the institution based theory in strategic management: based on partnering strategy, decision making and firms' behavior in global organizations. This research shows that exploration strategy in dynamically changing, knowledge- and technology-intense, global environment seems to be more successful in short time, and might lead to strength of firm's competitiveness in long perspective. Exploration strategy is characteristic for companies from countries such as USA, Sweden, Norway, Canada, UK, corresponding with "village market" model of organization: minor meaning of hierarchy and rules; demands of situation determine decisions and processes. It seems that the country of origin – and organizational model preferred by the company might have an influence on firms' market performance in ICT industry.

Key words: Global strategy, Alliances, Firms' portfolios, Cultural dimensions

Pseudo-Panopticon: The Self-Deception of CSR-related Transparency in a Modern, Online Society

❑ **Prof. W. Timothy Coombs**
Nicholson School of Communication, University of Central Florida
Crisis Communication Specialist
tcoombs@mail.ucf.edu

Abstract

The paper examines how viewing transparency about CSR as a quality creates a pseudo-panopticon. We believe that the concept of transparency is being used to sell people on a modern panopticon for insuring responsible corporate behavior. With transparency, corporations argue they are revealing their inner working to the world. Moreover, people believe that the online world lays corporate actions open to their inspection, even if a corporation seeks to conceal them. If a corporation is irresponsible, that act will be known and punished. In a sense the Internet is the structure of the panopitcon because it is what allows people to "see" inside the corporation. Managers are always being watched but cannot really see their observers. Of particular interest is how people believe transparency is a way to insure responsible social behavior from corporations.

We argue that transparency related to CSR is best viewed as a process. However, a process view of transparency places a heavy burden on constituents. The problems and challenges of transparency as a process are discussed along with demands for future research on the topic.

Corporate Governance and CSR - Creating a Synergy for Sustainable Development

❑ **Sumanta Dutta**
Lecturer, Department of Business Administration
Dinabandhu Andrews Institute of Technology & Management,
Garia, Kolkata.
sumantadu@gmail.com

❑ **Prof. Dr. Uttam Kumar Dutta**
West Bengal State University,West Bengal
uttam.dutta@yahoo.co.in

Abstract

The wind of transformation of the global economy has transcended geographical boundaries and has converted the world into a global village. Recent and monumental corporate scandals and failures have redirected attention to issues of good governance, ethics, trust and accountability. The rapid growth of international trade and internationalization of business firms, the development of communication and information technologies, emergence of international competitive forces are perturbing the financial environment to a great extent. CSR was derided as jokes can oxymoron and a contradiction in terms of by the investors and business community. CSR has changed from corporates "voluntary doing good" to "mandated' to now "doing better by doing good."

Basically financial reporting depicts only the visible aspect of a company's financial operations, hence, fails to provide true and fair view about the organization towards multiple stakeholders. Corporate sustainability reporting beyond traditional measures of financial performance is that it integrates the traditional financial information along with non-financial information, which can help firm in enhance economic value addition, besides putting it on a firm financial footing. Hence CSR in co-ordination with effective corporate governance mechanism offers a new way to look at the relationship between business and society that does not treat corporate growth and social welfare as a zero sum game. Moreover, Corporate Social Responsibility (CSR) has increasingly focused on corporate governance as a vehicle for incorporating social and environmental concerns into business decision-making process, benefiting not only financial investors but also the employees, consumers and community as a whole.

Present study is an attempt to highlight how the both (Corporate Governance and CSR) creates a synergy from a short term financial focus to include long term social, environmental and economical impacts.

Key words: Triple bottom line reporting, financial reporting, true and fair view, stakeholders, and corporate governance

Corporate Social Responsibility: A Case study on VIT University, Vellore, Tamilnadu, India

❑ **Prof. Dr. Pulidindi Venugopal**
VIT Business School, VIT University
pulidindi.venu@vit.ac.in

❑ **Prof. Dr. D. Ashok**
Divisional Leader & Programme Manager,
VIT Business School, VIT University
dashok@vit.ac.in

Abstract

Every organization tries to construct the brand image using or highlighting USPs and KRAs along with the principles and values to win the loyalty of the end users. Today most of the organizations are looking for social activities, and spending lot of money for the society and the contribution is very minimal. The largest part of the educational institutions are making money and not taking the social responsibility. This paper examines corporate social responsibility activities of University, Private institutions and Deemed Universities with a special prominence to VIT University in the light of social performances, community development, human resources, physical resources, National sovereignty, local communities, Environmental contributions and welfare of the employees.

Corporate Social Responsibility: A Sure Path to Development of India

❑ **M. Varun Kumar**
Assistant Professor Jr, VIT University, Vellore, India
jaypjala@yahoo.co.in

Abstract

This paper is a call to use corporate social responsibility as an aid to development. All the multi million rifts in the world between a citizen and the society as well as between a citizen and the law are due to lack of social responsibility. The Corporate Social Responsibility is a buzz word of the era, so this paper takes the task of defining the words social responsibility and corporate social responsibility. This paper talks about the importance of corporate social responsibility and the way it is being addressed in the current market driven Economy. No need to say that Indian economy is largely fed today by the wealth created by the Corporate.

This paper suggests on How to avoid hurdles like political influences and the selfish pressure groups in this process. It also gives other suggestions like making volunteering compulsory for students at school and college levels. CSR should be taken as a movement as it is the primary responsibilities of every receiver to some way pay back to the society. This paper discusses issues related to CSR in the light of the current Policies of the Government and the corporate. It deals with solutions like Teaching "Rural livelihood and welfare of the poor" as a subject at school level to students. Just like the corporate, student also need to realize the importance of working and living for the common good of the society. Then it deals with the current policies of the government towards development and the role which corporate can play is described.

Key words: Education, Health, Infrastructure, Food, Employment and Disaster Management

CSR, Biodiversity and Wildlife Security: An Indian Perspective

❑ **Prof. Dr. K. M. Mital**
IILM Institute for Higher Education, Lodhi Institutional Area,
New Delhi
krishna.mital@iilm.edu

Abstract

In recent periods interface between man and animals has reached horrendous proportions with scores of wild and non-wild creatures loosing their lives everyday in man-animal conflicts. Endless encroachments into wildlife forest reserves and unabated development is putting wildlife in severe distress and adversely affecting their wildlife security and causing biodiversity loss. Accordingly, societal entities such as civil society organizations, NGOs and corporate houses have to share government responsibility in preserving biodiversity, conserving water resources, preserving forests and saving wildlife, which are dwindling fast following onslaught of ever growing population and consequent need for development. Corporate houses under their social and moral obligations need to avoid setting up their business units in ecological sensitive areas such as forests or areas close to lakes and green landscapes. Forest areas need be endowed with adequate water resources. As an example corporate entities also need to contribute under their social obligations for developing water conservation projects in wildlife sanctuaries as without water security animals tend to migrate into nearby residential colonies in quest of water, and in the process endangering their lives by finding hostile neighbourhood. The paper, apart from making general review of state of biodiversity and wildlife security in India including available legal safeguards, highlights the role of corporate entities in minimizing biodiversity loss; and pursuing forest and water conservation and wildlife security as part of their corporate social responsibility (CSR).

Keywords: Corporate social responsibility, wildlife security, ecological security, biodiversity, water conservation, forest conservation.

OTHERS

University/College/School Research and Educational Laboratory Establishment, Maintenance and Improvement Standardization

❑ **Abu Ahmad Ashshaaf Zahid Khokhar**
College of Engineering Sciences, Department of Chemical Engineering
King Fahd University of Petroleum and Minerals Dhahran-31261, Saudi Arabia
zahidhk@kfupm.edu.sa

Abstract

Certification and standards are made and established for all kinds of scientific, medical equipments regarding human diagnosis, clinical laboratories or material testing and many more. Procedures have been established of working in commercial laboratories and industrial sectors. But a large and basic portion of research and development labs and working environment has been ignored. No certification, no risk analysis, no safety procedures/ standards have been set for establishing research labs at college, university level for students and for researchers for educational purposes internationally. There are regulations for individual work place varying from place to place made by experts but set certification is absent for all and among all these. The health of working people in these labs is always in danger. This study is concerned with this issue of standardizing these educational and research labs of individual or of some institution or of some school/college/university. There should be a standard procedure to establish, maintain and improve a particular lab where particular equipment are available with particulate standard name and a check list for these labs should be available to monitor routinely for their continuous development, health, safety and research and technical use.

Key words: Standard methods, Research in universities, Laboratory establishment, scientific management, Education Management

Hindu and Buddhist Business Ethics and Socially Responsible Behaviors of Small Firms in Nepal

❑ **Binod K. Shrestha**
Associate Prof., Kathmandu University
School of Management (KUSOM), Nepal
binod@kusom.edu.np

Abstract

The importance of business ethics has increased significantly in addressing different problems such as narrowing down economic and social development gaps between rich and poor people across the world and within the nation states, reducing rate of environmental degradations and global warming and many other. Growing adaptation of materialistic views and practices among entrepreneurs and managers resulting to growing emphasis on economic performance of the business organizations threaten environmental, social and economic harmony. Therefore, exploration on moral or ethical managerial behavior has become imperative to generate discussion on solving social and economic problems of the society while encouraging business people to make profit from their businesses.

Research suggests that religion has vital role in shaping moral business conduct which take care of society and environment. This paper will explore the extent of fulfillment of responsibilities as prescribed by religious values and practices in their consumptions, business practices and uses of wealth. This study used Hindu's and Buddhist's principles of business ethics to investigate whether small firm owners choose a work which is free from single mindedly focused on profit maximization and materialistic consumptions.

The research began with review of literature on Hindu (Vedic) and Buddhist principles on personal consumptions, business conducts and social responsibility. A survey instrument was developed based on the religious principles. A survey was conducted on 300 small firms in Nepal in order to assess their attitudes towards consumptions and business practices.

The study found that the attitudes of owners of small firms were towards pursuing the religious principles of modest consumptions and religiously accepted business practices. However, they were found to be inclined to crave for wealth maximization especially when they grow larger. They are found to strive for

wealth maximization through promoting materialistic values on customers which ultimately promote materialistic society.

The small firms do not have attitudes towards following religious principles fully in fulfilling their social responsibilities. They use their wealth to nurture self and their family, but give fewer priorities in contributing to employee welfare and environment conservation. It appeared that they are not selfish individually but their interests are confined to support their family and communities. This research has managerial implications on promotion of business ethics and social responsibilities in Nepal.

Introducing the Role of Open Innovation in Poverty Elimination

❑ **Fereshteh Haji Esfandiari**
University of Tehran
fereshteh.esfandiari@ent.ut.ac.ir

Abstract

Corporate Social Responsibility (CSR) emerged in the late 1980s as a label for a philosophy of economic growth in business that values only those gains that can endure into future generations (Casanova, 2010). Different organizations understand CSR in different ways. There are so many charitable organizations with the sole goal of helping people and numerous corporate which are practicing social responsibility in order to eliminate people's poverty and relieve their pains. Since performing such a great job is not possible single handed, various organizations are active around the world to share their resources, possibilities, capabilities and ideas in order to improve the quality of life of the poor.

In 2003, a new concept called open innovation was introduced by Henry Chesbrough. By deploying an open innovation viewpoint, organizations can exploit the inflows and outflows of knowledge to achieve more innovative ideas which leads to expand the markets for using external innovation (Chesbrough,2003). As more companies pursue "open innovation" and adopt social responsibility, there is an emerging opportunity for them to connect with a large number of stakeholders and incorporate their interests and ideas. This paper is willing to find the ways open innovation can help organizations perform their social responsibility in order to reduce poverty.

This study will lead to the development of a theoretical framework for better understanding of open innovation concept in the context of Iranian organizations which are practicing according to their social responsibility. This will demonstrate the value of open innovation approach in social issues which leads to enhancing people's lives and reducing poverty. In addition, the ways organizations will be helpful for those who suffer from the consequences of poverty in consistent with the millennium development goals (UN,2006).

The main objective of the present paper is to introduce the role of open innovation in poverty elimination, so the research question is : How open innovation can help corporations act according to their corporate social responsibility codes in order to eliminate poverty?

This study will deploy a qualitative approach to understand the inherent nature of phenomenon (Van Maanen,1983) that is "open innovation" and reveal the meaning and beliefs underlying specific actions of social responsibility (the 'why' and 'how') (Buckley and Chapman 1996). To conduct this study, interview will be used as it is suited for exploratory and theory building studies (Parkhe 1993). Interviews will be helpful in discovering new relationships or situations which are not previously studied (Daniels and Cannice 2004). Subjects will be selected based upon theoretical sampling which provides the representativeness and consistency required (Denzin and Lincoln 2005). By adopting this method of sampling, organizations will be chosen for theoretical reasons rather than statistical reasons (Glaser and Strauss 1967).

Impact of Reverse Logistics on Supply Chain Profitability – Global Study of Selective Cases

❑ **Prof. Dr. R. Jadeesh**
SDM Institute for Management Development, Mysore, Karnataka, India
jagadeeshraj@sdmimd.ac.in

Abstract

Supply chain profitability is a hot topic in the global business and its assessment under various conditions is always challenging and intriguing. As the global scenario changes rapidly because of new products, new markets and intensified competition, the operations managers constantly look for improving the profitability of supply chain operations. The traditional costing of forward flow of goods is very well understood and appropriately accounted. But the reverse logistics that occur due to the movement of goods in the opposite direction due to various reasons demands its own independent study. While refilling and recycling are the main reasons for reverse flow, recall of products has now become a major issue in calculating the cost of reverse logistics. Most recent example is that of Toyota Primus cars that involved massive recall in many countries. In this paper, the issue of reverse logistics is carefully discussed to develop an insight into the entire operational details along with the establishment of various costs involved. Besides, the paper tries to develop a mathematical model to facilitate a quantitative assessment of impact on profitability due to reverse logistics. The model also considers contingencies to account for unexpected recalls and the possible implications. Further, the objective is to provide a perspective of the entire reverse flow to enable better decision making. Data from actual cases are used to demonstrate the usefulness of the proposed model.

Globalisation, Regionalisation and Localisation:

Evaluating the Nature of Regional Economic Cooperation and Institutions: An Analysis of the South Asia Association for Regional Cooperation, Shanghai Cooperation Organisation, and the European Union

❑ **Matthias Ngui**
Faculty of Commerce, University of Wollongong,
New South, Wales, Australia
mngui@uow.edu.au

Abstract

The process of globalisation has generated a push by nation-states to create and integrate regional economies with the aim of transferring and sharing technologies, innovation, improving human, financial capital, and investment amongst others. Understanding and analysing the nature of cooperation in these regional institutions is critical to the strategic management of multinational corporations and businesses engaging in the relevant region.

This paper examines three cooperative institutions, the South Asia Association for Regional Cooperation; the Shanghai Cooperation Organisation, and the European Community with a view to evaluating the nature of cooperation, a critical variable in institutional design. These three institutions of intergovernmental cooperation and responding to contemporary regional political and economic imperatives in their environment will be analysed to evaluate in terms of the extent of institutionalisation, propensity for change, policy convergence, strategy for change, and goal achievement.

This paper argues that the nature of regional economic and other forms of institutional cooperation appear to be influenced by the initial organisational design features, principles and processes. Further, it argues that the realities of power, domestic politics, local circumstances and regional pressures, together, shape the nature and extent of cooperation.

However, the fundamental question remains, should cooperative institutions be time limited, specific in their goals and be adequately resourced to achieve their purpose in which they were constructed, rather than allow them to outlive their usefulness?

Spirituality through Yoga

❑ **Prof. Dr. R. Krishnaveni**
PSG Institute of Management, Coimbatore.
krishnavenirm10@gmail.com

❑ **G. Natarajan**
Senior Lecturer – Bannari Amman Institute of Technology,
Sathyamangalam, Tamil Nadu,
natarajankrg@gmail.com

The term 'SPIRITUALITY' is frequently used in today's corporate world and in management research. When we scan management journals and magazines the usage of spirituality has increased when compared to the past decades. Not only in journals and magazines, even in corporate summits and academic conferences, discussions about spirituality are significantly on the higher side.

Spirituality is a state of higher Consciousness or eternal consciousness. Spirituality is acting apart from one's own Ego. It is about transcending the material and physical to the intangible. It is being oneness with the higher force or some call it as oneness with the nature. It is reaching the ultimate meaning or purpose of life. Spirituality is the integration of body, mind and the soul with the higher consciousness. It is the integration of inner life of Spirit & Mind with the outer life of work. It is the awareness of spirit (God) as the creative life force.

Spiritually Inclined Person has shown lot of positive workplace characteristics and some of these characteristics are the constructs for Organizational Development. Hence today's organization and managers look 'Spirituality' as a tool to develop the workplace characteristics among their Human Resource and further the Organization. Many Corporates in India have a meditation room in their work place and also wish to train their employees in Spirituality. So it is important to know the way to attain spirituality.

In ancient days in India, to attain spirituality various types of Yoga has been prescribed for this purpose. Yoga means "A Way of Life (Path) to Unite with the Higher Force". Yoga is not religion. It is a set of practices which any religious people can follow.

There are also many Institutions in India which teach these various Yoga and millions of people voluntarily learn and practice it. This Paper focuses on the basis & various types of Yoga to attain spirituality in detail and brief about the various Institutions in India imparting Yoga.

Globalization and Quality Excellence in Management Education

❑ **Prof. Dr. R. Satya Raju**
Dept. of Commerce and Management Studies,
Andhra University, Visakhapatnam, India
rsrapaka@hotmail.com

❑ **Miss R. Suneetha**
Business Analyst, GENPACT, Bangalore, India

Abstract

One of the United States world class universities chief recently stated that they have been exploring partnerships with leading institutions in India to offer executive management programmes and also research activities. They are a premier research university and if they open a full fledged premier research campus in India with partnerships. Some world famous universities like Harvard, Stanford, Wharton, Kellogg have already have some existence in India. The top ranked B-schools of India had certain collaborations during the beginning of the twenty first century.

In the global village, there is a sea change in all activities of corporate and non corporate, organizations. The people in the world economy have been enlightened on several changes. As a result of the changes, the business education has become more customer centric. Several business schools have been striving hard to attract highly intelligent and committed students. The B-schools have been facing some challenges to manage the customer expectations. Therefore, the B schools have been following some national and international standards.

Total Quality Management evolved and developed from the concepts of quality control and assurance. It focusses on the customer and quality. In 1950s, the concept was coined by Armed Fiegnbam. It is customer oriented and involves long term commitment. It depends upon top management commitment. In order to satisfy the customer, several companies have been following various quality management practices. In India, the B Schools also competing among themselves to improve quality to satisfy the customer. The issues relating to the changing trends of B-Schools, EFQM model for business excellence, vision 2005, quality management initiatives, competitiveness among B schools, executive education, the best Indian B schools, perceptions of customers; and issues for consideration. At the end, some suggestions are offered for effective management of the Business schools in the changing global environment.

Globalization Vs Regionalization: Strategies and Policies in the emerging Economic Environment

❑ **Dr. Bhanu Shankar**
Senior Lecturer and Head, Dept. of Economics,
National P.G. College, Lucknow.
srivastav_bs@rediffmail.com
bhanushankar73@yahoo.co.in

Abstract

The World is, today, witnessing two opposing market forces:- globalization and Regionalization. The strategy for production and marketing of commodities in the global market has undergone a dramatic change over the years. Globalization for countries and for firms is characterized by openness of economies and a global market in which firms' strategies focus on optimum resource allocation along with synergies and standardization. Regionalization is characterized by preferential trading arrangements among countries and a regional network approach to resources, markets etc. The managers of the so-called "Global Industries" have been urged to introduce off-shore manufacturing, cut costs by adopting worldwide economies of scale and subsidize national market-share battles through international cash flows.

This change in international business environment came since mid 1980s due to the operation of strong push and pull factors. Push factors derive from new technologies adopted by firms while pull factors from new foreign direct investment and trade policies of the countries and blocs. There has been a reduction of technological and policy related barriers in FDI, trade and communication. Foreign affiliates, which earlier appeared to be a miniature version of the parent firms', have now acquired a fully functional independent identity. There is an increase in the value of MNCs' foreign local production. The value of intra-firm cross border trade among MNCs' worldwide affiliates, now account for more than one-third of the total world merchandize trade. FDI outflows and aggregate world FDI stocks have also increased. Consequently, many firms' foreign assets are growing bigger than their domestic assets when they are producing and selling goods abroad than at home.

These phenomena raise several questions like: Is the conventional explanation of International trade still valid? What is more important in today's world trade- a firm's competitive advantage or a nation's comparative advantage? Is the situation benefiting only the firms or the nation at large? What should be the government's role in such a situation? Will the foreign exchange rate policy have the same impact on world trade as before? And most importantly, are our theoretical frameworks still important?

The paper attempts to find answers to these questions in detail.

The "PANCH-SHEEL" in Management: A Spirituo-technical Approach

❑ **Sanat Kumar Patnaik**
Faculty RCEM, Bhubaneswar-10, India
sanatbita2@yahoo.com

❑ **Arunima Das**
Assistant manager HR IBM, Calcutta
Vandana Mohanty
Faculty RCEM, Bhubaneswar

Abstract

Management concept and its values have a strong linking to mind are consciousness and spiritual approach is required towards today's era of business management. This Article is all about beyond thought of normal business management practice and overlapping attempt with future values.

Management is an exercise in harmonizing men, material and methods towards fulfillment of goals leading to human development, social benefits and global welfare. However, man remains the basic factor in any field of human Endeavor – it may be home, hospital, business, industry or any other profit/non-profit socio-economic organization. By man we do not mean here only a lump of bones and flesh, or an amalgam of hands, feet and physical organs, not even a mental animal contained in a physical frame, but a conscious creature designed by a Divine crafts man. He has a spirit and soul. Management of man, therefore, should not aim at mere regulation and control of his outer appearance but it should also aim at developing his inner consciousness, his soul and his divinity. This paper will highlight the importance of spiritualism in every ones day today life. Practicing spiritualism management develops the society in right manner.

Finally we conclude the basis of the consciousness approach is thus the link between man's inner being and events in outer life. By changing, therefore, the inner condition, one brings about a responsive change in the external. Undeveloped in heart and spirit, becomes only an inferior kind of *asura* using the powers of a demigod to satisfy the nature of an animal

Women Entrepreneurship Challenges to Women Empowerment

❑ **Dr. Robita Sorokhaibam**
Associate Professor, Department of Commerce,
Manipur University, Canchipur, India
robita_s@yahoo.com

Abstract

Jawaharlal Nehru had said, "You can tell the condition of the nation by looking at the status of women". Though India is developing economically and technologically by leaps and bounds, women here still continue to be discriminated and bear almost all responsibility for meeting basic needs of the family. With illegal female infanticide on the rise, authorities need to check the growing imbalances in the society because the position and status of women in any society is an index of its civilization. But with the impact of globalization, women are now seeking gainful employment in several fields in increasing numbers. With the spread of education and awareness women entrepreneurs are spreading their wings to higher levels. Emergence of women entrepreneurship in an economy is an indicator of women's economic independence and their improved social status.

Women entrepreneurs are any woman who organize and manages any enterprise especially a business. But the government of India defines a Women Entrepreneur as "An enterprise owned and controlled by a women and having a minimum financial interest of 51% of the capital and giving at least 51 % employment to women". The role of women entrepreneurs' helps industrial development promotes economic development and helps to solve the problem of unemployment and poverty, and on the other side we can say that it is the only root to develop women empowerment. Empowerment is now increasingly seen as a process by which the one's without power gain greater control over their lives. This means control over material assets, intellectual resources and ideology. It involves power to, power with and power within. Altogether empowerment refers to increasing the spiritual, political, social or economic strength of individuals and communities. It often involves the empowered developing confidence in their own capacities. Probably empowerment is the totality of certain capabilities like decision making, having positive thinking, skills for improving one's personal or group power, involving in the growth process and changes that is never ending

and self initiated. And all these capabilities can be possessed only when one attained economic independence. Women empowerment is the burning issue today and everyone talks of empowering women in certain fields. Today women are not what they really were. Some decades ago women were limited to the kitchen, but today they have made their presence felt virtually in every field.

Women empowerment is in fact the ability of women to exercise full control over one's actions. Empowering Women aims to inspire women with the courage to break free from the chains of limiting belief patterns and societal or religious conditioning that have traditionally kept women suppressed and unable to see their true beauty and power. This paper attempts to provide a contemporary overview of women entrepreneurship and women empowerment in India. The paper also highlights the driving force of women entrepreneurship. It also focuses to understand women's silent struggle for getting power and position in the society and family. Challenges and strategies for women's empowerment are listed out and also figure our social, economic and political dimensions of women's empowerment.

"One and only route for women empowerment is through Women Entrepreneurship"

Governance of Triple Helix Relationships: Principles of Intermediation, or Who is in Control when the State, The University and The Industry Interact?

❑ **Dr. Emanuela Todeva**
University of Surrey, UK
e.todeva@surrey.ac.uk

Abstract

This paper introduces the concept of Intermediation and its role in the political realm of Government intervention with the economy and the university sector. Urgent issues of sustainability and growth, support to business and creation / stimulation of employment, or support to innovation and investment in the knowledge-based economy, have exposed the lack of scientific knowledge within the governance literature that can support and justify the government involvement. Corporate Governance theory addresses issues of control of private production assets. The Innovation literature reflects on financing innovation and control and the restructuring of the University sector in order to address the challenges of reducing costs and increasing creativity outputs from public sector research.

The emerging literature on Triple Helix relationships has generated multilayered accounts and cases of dyadic and multilateral interactions between the state, the industry, and the university sector. However, none of these knowledge fields has addressed the fact that such interactions at macro-level involve and employ multiple intermediaries – to facilitate communication between different parties, or the translation of messages from one economic actor to another. Examples of such intermediaries are

Law firms, facilitating in contract agreements, consultants, assisting public and private sector organisations (and the Government itself) in procurement, financing and assessment of innovation capabilities of firms, universities, or other organisations. Finally, intermediaries are various service firms, including business and legal services, accounting and management, or communication and representation. Service outsourcing from the public and the private sector has

created a large pool of intermediaries that are actively delivering intermediation and facilitation services, and yet, the literature on intermediation is extremely scarce.

This paper aims to review the literature on intermediation and governance at the intersection between the public and the private sector, including the literature on public-private partnerships, and triple helix relationships focused on governance of innovation. The model that resulted from this review, displays the complexity of interactions and interdependencies that influence the boundaries of governance, coordination and control.

Liquidity Risk Management in Central Europe during the Global Crisis

❑ **Dr. Petr Teplý**
Senior Lecturer, Institute of Economic Studies, Faculty of Social Science
Charles University in Prague, Czech Republic
teply@fsv.cuni.cz

Abstract

This paper deals with liquidity risk management in Central Europe before and during the current global crisis. Although market liquidity deteriorated both globally and in Central Europe, major liquidity problems were avoided by individual financial institutions in some Central European countries such as Czech Republic, Poland or Slovakia due to their strong banks´ balance sheets and relatively strong macroeconomic fundamentals in the pre-crisis period. On the other hand, Baltic states such Lithuania or Latvia were hit by the global turmoil significantly because of their strong reliance on foreign exchange funding and huge current account imbalances. As a consequence of the liquidity crisis, liquidity risk management regulation needs to be revised. We see five main regulatory issues requiring revision in coming years: liquidity measurement, intra-day and intra-group liquidity management, contingency planning and liquidity buffers, liquidity systems, controls and governance, and finally models testing the viability of business liquidity models. Moreover, we constructed a new market liquidity index for Slovakia (called the VT index) based on the calculation of using traditional indicators of market depth, resiliency, tightness, volatility and liquidity for four markets (money, foreign exchange, bond and stock market) and back-tested the index for the years 2001-2008. Although the research is done as a case study on Slovakia, its basic idea might be easily applied to other countries as well.

Keywords: liquidity risk, Central Europe, bank, crisis, regulation, VT index

The Pending Global Crisis: A Dark Future Ahead of us?

❑ **Dr. Petr Teplý**
Senior Lecturer, Institute of Economic Studies, Faculty of Social Science
Charles University in Prague, Prague, Czech Republic
teply@fsv.cuni.cz

❑ **Dr. Libena Černohorská**
Senior Lecturer, Faculty of Economics and Administration, University of Pardubice
Studentská 95, Pardubice, Czech Republic
libena.cernohorska@upce.cz

Abstract

While the details of financial crises may change over time, their essence remains the same; these crises are recognized by a cycle of abundant liquidity, rapid credit growth, and a low-inflation environment followed by an asset-price bubble implosion. Understanding the underlying weaknesses inherent in these bubbles has been a hard lesson for market participants to learn, but the most important lesson is how to prevent crises from repeating. The current market turbulence began in the mid-2000s when the US economy shifted to an unbalanced macroeconomic position. By 2007, mounting defaults in the US sub-prime mortgage market led to US market instability, unleashing a global fiscal contagion that spread around the world, roiling markets and causing world economic upheaval. This contagion led to, for example, the nationalization of big financial institutions, bank failures, the end of an era in investment banking, increased federal insurance on banking deposits, government bailouts and opportunistic investments by sovereign wealth funds. In this paper, we discuss the history, macroeconomic conditions, and milestones of the US mortgage crisis that later resulted in the global liquidity and credit shortages and provide an ethics-based platform for deriving preventative strategies. Specifically, we describe key investment banking and risk management practices that exacerbated the impact of the crisis, such as relying on an originate-to-distribute model, risk-shifting, securitization techniques, ratings processes and the use of off-balance sheet vehicles. Consequently, we address key lessons for risk management derived from the current crises and recommend policies that should help diminish the negative impact of future potential crises. In addition, we present an ethics-based platform for students, academics and professionals to progress into the necessary ethical and judgment-oriented didactic models that will ultimately serve to impede many of these crises from arising in the future.

Keywords: global crisis, corporate governance, exit strategy, financial markets, ethics

An Empirical Study of Indo - Nepal Trade Co-operation

❑ **Anirudh Prasad Singh**
Ex- Associate professor at NRAI Institute of Management,
Ph. D. Scholar, Academy of Third World Studies,
Jamia Millia Islamia –New Delhi.
niftadmission@yahoo.com

Abstract

Thus the story of Indo Nepal relations is peculiar of love and hate. While both countries know that they cannot live without each other, there are many subterranean influences which have been acting against a smooth relationship, the trade treaty is important for Nepal and so is investment of the private sector from India. But how much would the Nepali security and political situation permit a smooth inflow remains to be seen, for it is observed that the current government in case of any dispute within the political landscape over a treaty would have to face opposition in the Parliament as well as on the streets by the Maoists. Any successful conclusion of the trade treaty would depend on the attitude of the Maoists as much as the government signing the same.

Indo-Nepal relations were quite strained when SAARC was formed. India had denied Nepal's bid to be declared an international security zone (Murthy 1999). Nepal's acquisition of Chinese weaponry met with a strong official protest from the Indian government, worried about losing its influence in Katmandu. In 1988, Nepal refused to accommodate Indian demands on the long-standing transit treaty between the two countries. Nepal took a hard-line approach, and after the expiration of the treaty in 1989, faced an economic blockade from India, a development that led to further escalation in Indo-Nepal tensions (India, 1995). In 1990, the special security relationship between the two countries was restored and in the mid-1990s, fresh trade and transit treaties were signed along with other economic agreements (Murthy 1999).

Shri Anand Sharma, Union Minister of Commerce and Industry and Mr. Rajendra Mahto, Nepalese Minister of Commerce and Supplies signed the 2009 India-Nepal Treaty of Trade and Agreement of Cooperation to Control Unauthorized Trade. The 2009 Trade Treaty revises the 1996 Trade Treaty between the two countries. The 1996 Treaty has been a turning point in the trade relations between the two countries and resulted in phenomenal growth of bilateral trade from Rs. 28.1

billion in 1995-96 to Rs. 204.8 billion in 2008-09. While the Nepalese exports to India increased from Rs. 3.7 billion to Rs. 40.9 billion, the Indian exports to Nepal increased from Rs. 24.4 billion to Rs. 163.9 billion during the period -1995- 2009.

Nepal being one of the least developed economies within SAARC the first issue that dominates the Indo-Nepal economic relations is the Balance of Trade, favoring India. 85% percentage of Nepal's formal trade is conducted through the KOLKATA port, nearly 40 percentage of the employment generated in Nepal is through Indian investments and India remains the major investor in Nepal.

This paper aims at analyzing the data using null hypothesis. Descriptive method will be used to analyze and interpret the collected data/information. To avoid the non reliability and inconsistency of the data, publications of both the governments and books of renowned authors or experts will be consulted.

The Private Sector's Role in Poverty Reduction in Asia: Implications for Researchers and Educators

❑ **Scott A. Hipsher**
Fort Hays State University (China Campus)
scotta@loxinfo.co.th

Abstract

Provides a framework and starting point for researchers and educators working in business education within developing economies in the Asian region. This paper is intended to be a starting point for further and deeper research into the topic.

Explores the underlying assumptions of business practices and poverty reduction in emerging markets in Asia.

Many underlying assumptions found in business education may be based on practices being conducted in specific environments. It is proposed these underlying assumptions be reevaluated when looking at business practices in the developing economies of Asia. A three level framework is introduced and the role of the private sector in poverty reduction is discussed.

Reevaluating underlying assumptions of business practices and environment found in areas of Asia where poverty continues can provide business researchers and educators with the tools which can be used to create better knowledge-creation research and educational programs.

Impact of India's Economic and Trade Policy of Liberalization on Nepal's Trade

❑ **Dr. Sanjay Aswale**
Head and Research Guide, Department of Commerce,
Shri Chhatrapati Shivaji College Maharashtra, India
nsaswale@rocketmail.com. , drsanjay.aswale565@gmail.com

Abstract

This paper aims at examining the agreement and modifications signed between India and Nepal. The impact of trade and economic liberalization is also studied in this paper in respect to the growth of export and import between India and Nepal. order to analyze the Impact of India's Economic and Trade Policy of Liberalization on Nepal's Trade the data related to Indo-Nepal export and import have been taken from 1995-96 to 2001-02 as pre trade and transit treaty 1996 and from 2002-03 to 2008-09 as a post trade and transit treaty 1996.

After economic liberalization along with the India's reforms Nepal also adopted economic and trade policy liberalization in July 1991 Nepal and India renewed the Trade and Transit Treaty in 1996. Can this treaty helps to increase the Indo Nepal trade is the issue of this paper? The objectives of this paper are: i) To Study the Nepal's Trade and Treaty with India since 1923, and ii) To examine the Impact of India's Economic and Trade Policy of Liberalization on Nepal's Trade.

The following hypotheses were put in the study: H_o – The trends and growth of Import and export of Nepal to India is same after and before trade and transit treaty 1996. Analytical as well as descriptive research method used in this paper. The Nepal's trade treaty with India since 1923 are selected for the study. The study is based on secondary data. T test technique is used in this study. It is used in hypotheses testing for comparing pre trade and transit treaty 1996 and post trade and transit treaty 1996.

The data analyses show that Nepal's export increased from 12530.7 millions in 1997-98 to 38626.4 million in 2007-08 as a continuous increased except 2002-03. It can be conclude that there is impact of New trade Indo-Nepal treaty 2006.and also conclude that India removed economic blockade after both the countries signed the joined communiqué in June 2010. The Null hypothesis framed in this paper is not accepted by the researcher. The paper concludes that in the process of Economic and Trade Policy of Liberalization on Nepal's Trade and treaty both the countries have considerable scope for raising their traditional trade and to maintain their economic relations as good neighbors.

Key Words - Indo- Nepal trade Treaty - Globalization – Export –Import Growth

Global Brands in the Context of Nepal: Understanding Consumer Country-of-Origin and Brand Trust Perceptions

❑ **Al Rosenbloom, Ph.D.**
Associate Pro., Marketing & International Business, Brennan School of Business
Dominican University, River Forest, IL 60305
arosenbloom@dom.edu

Abstract

This paper reports the country of origin and brand trust perceptions of 160 Nepali consumers living in Kathmandu. The paper also explores these Nepali consumers' perceptions of global brands. Three major findings are reported: (1) For these Nepali consumers, the importance of buying a global brand is exceptionally important in their purchase decisions. (2) The set of global brands most trusted were dominated by brands from the United States and East Asia; and (3) Globalization is eroding clear consumer perceptions of country of origin. The paper also discusses the challenges of market research in Nepal.

Empowering Parliaments with Modern Communications

❑ **Prof. Dr. Gurprit S. Kindra,**
Telfer School of Management, University of Ottawa
gkindra@gmail.com

❑ **Fredrick Stapenhurst,**
The World Bank Institute, Washington, D.C.

Abstract

The parliaments of democratic countries have a responsibility to encourage and protect citizen engagement—as a guarantor of democracy itself. Open communications is a prerequisite of this engagement. By promoting open dialogue, citizen engagement, and government responsiveness, effective communications serve to strengthen democratic institutions and constitute a basic requirement of good governance.

However the three core roles of a parliament (**legislation, representation and oversight)** are weighted, their effective performance requires open communication between parliamentary bodies and citizens. This communication serves a range of purposes, including education, consultation, consensus-building, legitimization, conflict resolution, representation, and scrutiny. All of these aspects promote societal learning, which also relies on the capacity of the media to communicate, interpret, and critique the actions of parliament. Indeed, it has been argued that powerful synergies exist between developing communications capacity as a dimension of good governance and of strengthening parliamentary institutions and the maturation of independent media.

Spurred by the global dissemination of new communications technologies, and as a result of pressures of political reform, the need for better communications between parliaments and their electorates is increasingly being recognized by jurisdictions around the world. Communications approaches are not only expected to reflect the times in which we live by leveraging new technologies, but also embrace the values of openness and accessibility that these technologies have come to represent. In today's world of instantaneous and candid communication through social networking forums such as Facebook, YouTube and Twitter, there is a growing expectation that the information provided by freely elected governments will have the attributes of transparency and immediacy of access.

Although the adoption of basic communication technologies by parliaments has generally been fast and furious, the depth of resourcing for parliamentary communications in many parts of the world is variable and problematic. How well a parliament is able to deal with change and adapt to new communications technologies is certainly influenced by factors such as institutional history, democratic context and political structure, but it is clear that the strengthening of democratic institutions does requires investment in building capacity for parliaments to offer accessible, modern, and multi-dimensional channels of communication with the citizens.

It is worth noting that, in Western democracies like Canada, access to information and to the ability to voice opinions through fast-paced channels such as the Internet has not parlayed into higher turnout at the polls. Thus, there appears to be a paradoxical disconnect between being politically *informed* and being politically *active*. A fundamental challenge for parliaments operating in this new social context is to respond to non-traditional modes of political awareness. Young citizens are indeed "plugged in" but parliaments need to turn them "on" by adapting communications strategies to their lifestyles and coded in the language of the new-age electorate—and marked by genuine openness and non-adversarial pluralism.

This paper proposes a systematic approach to planning for parliamentary communications. The purpose of a strategic communications plan is to address the parliaments' communication needs, strategies and tactics into one comprehensive document. By designing a long-term plan, parliaments will be better positioned to be proactive, rather than merely reacting to the existing environment.

In building institutional capacity to improve communications, expertise and dedicated resources are needed to support development at the level of the parliamentarian, of committees, and of the institution as a whole.

Specifically, parliamentarians and their staff will benefit from a better understanding of the societal contexts of communication modalities and expanding their repertoire of skills in effective spoken, written, visual and interactive communication. They require these skills not only with respect to their own activities as elected representatives, but also with respect to institutional practices. That is, parliamentarians need to be familiar with the fundamentals of drafting a strategic communications plan that will help them to fulfill their responsibility to engage the public in the democratic process.

Financial Sector Reforms: A Case of Nepal

❑ **Prof. Dr. Radhe S. Pradhan,**
Central Department of Management
Tribhuvan University, Kathmandu, Nepal
rspkamal@ecomail.com.np

Abstract

Financial sector is that part of economy concerned with the transaction of financial institutions. Financial institutions provide many transmission services and loan facilities and influence the working of the real economy by acting as intermediaries in channeling saving and other funds into investment users. The financial sector together with the corporate sector and personal sector constitute the private sector. The private sector, the public (government) sector and foreign sector make up the national economy. Financial sector reform means gradual liberalization of financial market and the players and opening of all types of depository and non-depository financial institutions to the private sectors. Depository institutions include commercial banks, development banks, finance companies, cooperative banks etc. The other financial institutions include life and non-life insurance companies, mutual funds, credit unions, mortgage banks, money market mutual funds, deposit insurance corporation/company, pension fund/ provident fund, unit trust, savings and loan associations and so on. In most developing transition economies, the financial sector is dominated by the banking sectors, which are the largest mobilizers of deposits and providers of credit.

The main objective of this study is to analyse the impact of financial sector reforms undertaken by Nepal mainly in the context of commercial banking sector. The specific objectives are (a) examine the growth in commercial banks and finance companies (b) analyze the growth in the commercial bank braches (c) indicate the distribution of commercial bank branches in rural and urban areas (d) to determine the trend in total deposits and credits of commercial banks (e) to assess the interest rate spread and the level of Non-performing Assets (NPA) in Nepal. The study has been organized into four sections. The general introduction indicating the objectives of the study is shown in Section I. Section II describes the brief review of literature while Section III describes analysis of data. Finally, the findings are summarized in Section IV in the form of concluding remarks.

Organizational Learning in Nepalese Organizations

❑ **Jitendra Pd. Upadhyay**
Lecturer, Nepal Commerce Campus
jupadhaya@yahoo.com

❑ **Surya Prasad Devakota**
Nepal Commerce Campus

Abstract

The purpose of this study is to investigate the learning environment in the Nepalese enterprises and how the ownership pattern moderates the learning environment and organizational learning. Organizational learning is a dynamic process that involves moving between different levels of action, going from the individual to the group level, from there to the organizational level, and vice-versa. The analysis of learning as a process reveals the human resource as the main aspects; first, knowledge, or, more specifically, its acquisition or creation and its dissemination and integration within the organization. Second, the creation & dissemination of knowledge implies the existence of internal changes that may come about both on a cognitive and behavioral level. The descriptive and analytical research designs were used to draw the conclusions supported by the empirical studies. Primary data were collected through the questionnaires using judgmental sampling from the Nepalese institutions especially from the financial sector, because, the financial sector are the growing sectors and it is assumed that the financial sectors cover all the characteristics of the Nepalese organizations for the purpose of the study. Questionnaires were distributed to 125 officers of the financial institutions. Questionnaires were developed in five scales and mean, standard deviation and correlations coefficients were used as tools and alpha test was done to test the reliability of the data.

The findings indicated that there is significant level of learning environment in Nepalese institutions. The result further indicates that learning environment in private sector was found significantly higher than the public sector.

Women in Management: Balancing Work and Family

❑ **Prof. Dr. Sunity Shrestha**
Sunity.shresthahada7@gmail.com

❑ **Mr. Bhawani Shankar Acharya,**

❑ **Mr. Gyan Bahadur Tamang,**

❑ **Ms. Pratikshya Baral**

Central Department of Management,
Tribhuvan University

Abstract

The number of women at work place is increasing in Nepalese context due to the education, the changing behaviour of the family, society and the work environments and most of all, the demand of changing time. The balancing of work and the family life has been a challenge for both men and women in modern days, and lots of studies in this issue have also been done. This work aims in evaluating the work domain and family domain stressors and their impact on balancing work life, and the focus is on only women. A sample of 104 women in four sectors, civil service, INGO-NGO, financial institutions and the education sector, were selected and the opinion survey was conducted.

The descriptive analysis resulted in finding of opinion differences and similarities in some sectors and some components of Family Domain Stressors (FDS) and Work Domain Stressors (WDS). The correlation and regression analysis also reveal the significant result among the FDS and WDS components. The study suggests on performing such studies taking other important variables and other sectors where involvement of women are most.

Keywords: work domain, family domain, stressor components, balancing work-family

Talent Management between ad hoc actions and Strategic Orientation – Findings from an Empirical Study

❑ **Prof Dr. Stephan Laske**
Institute for Organisation and Learning
University of Innsbruck, Austria

Abstract

It's about thirteen years ago when Chambers brought the term of a "war for talents" into the discussion. If you take it in a less martial language one can state that due to demographic changes e.g. in Central European countries, to the increasing mobility of highly skilled experts and to their volatility talent management has become one of the most challenges tasks of Human Resource Management for both global players and SME as well. Even if today there is a broad discussion about the necessity of talent management we can also state a lack of information about the real practices in business.

In my paper I will present the results of a survey done by the Institute for Organisation and Learning at the University of Innsbruck and a small consulting firm located in Germany and Switzerland. Our survey includes about 60 % of the companies listed in the most important stock exchanges in Germany, Switzerland and Austria. The revenue of the companies which took part in our study lies at about 1 billion Euros; the number of staff members at about 3.5 million employees.

The aims of the survey were fourfolded:

- getting an impression how these companies are identifying, developing and binding talents to the companies,
- developing a kind of index to compare the maturity of the talent policy in the participating companies (first step towards a reliable benchmark), and
- developing a talent management map – this means identifying the most important topics which have to be discussed when implementing a systematic talent management policy and, finally
- identifying some major stumblestones for talent management practices.

Every participating company received a personal feedback by the heads of the study. Even those companies which got very critical feedback accepted it as highly reliable and valuable. The most surprising results referred to the strategic orientation, the role of leadership in talent management and talent management evaluation.

REFERENCES

Andersen, O. and Buvik, A. (2002). Firms' Internationalization and Alternative Approaches to the International Customer/market Selection. [doi: DOI: 10.1016/S0969-5931(01)00064-6]. *International Business Review, 11,* 3, 347-363

Aryee, S., Budhwar, P. S. and Chen, Z. X. (2002). Trust as a Mediator of the Relationship between Organizational Justice and Work Outcomes: Test of a Social Exchange Model. *Journal of Organizational Behavior,* 23, 267–285.

Ashleigh, M. J. and Nandhakumar, J. (2007). Trust and Technologies: Implications for Organizational Work Practices, *Decision Support Systems,* 43, 607– 617.

Baron A. and Armstron, M. (2007). *Human Capital Management: Achieving Added Value through People*, Kogan Page.

Blomqvist, K. (1997). Many Faces of Trust, *Scandinavian Journal* of *Management*, 13, 3, 271-286.

Borgatti, , S. P., and Everett, M. G. (2006). A Graph-Teoretic Perspective on Centrality. *Social Networks, 28,* 4, 466-484.

Borgatti, S. P. (2005). Centrality and Network Flow. *Social Networks, 27*, 1, 55-71.

Brammer, S., Millington, A., and Rayton, B. (2007). The Contribution of Corporate Social Responsibility to Organizational Commitment. The International Journal of Human Resource Management, 18, 10, 1701–1719. Routledge. doi: 10.1080/09585190701570866.

Brayfield, A. H. and Crockett, W. H. (1955). Employee Attitudes and Employee Performance. *Psychological Bulletin*, 52, 396-424.

Bubna – Litic, David (2009). *Spirituality and Corporate Social Responsibility,* Gower Publishing Limited UK & Ashgate Publishing Company, Page 55

Buckley, Peter J. and Chapman, M. (1996). Theory and Method in International Business Research. *International Business Review*, 5, 3, 233-245.

Bullen, M. and Eyler, K. A. (2010). Human Resource Accounting and International Developments: Implications for Measurement of Human Capital. *International Business and Cultural Studies*, 3, 16.

Carroll, A. B. (1999). Corporate Social Responsibility: Evolution of a Definitional Construct. Business & Society, 38, 3, 268-295. doi: 10.1177/000765039903800303.

Casanova, Lourdes and Dumas, Anne (2010). Corporate Social Responsibility and Latin American Multinationals: Is Poverty a Business Issue? Universia Business Review | pri mer cua tri mes tre 2010. ISSN: 1698-5117.

Che Ha, N., Abu Bakar, R. and Syed Jaafar, S. I. (2007). Internal Marketing Issues in Service Organizations in Malaysia. *International Review of Business Research Papers*, 3, 5, 134-145.

Chesbrough, H. (2003). Open Innovation: Researching a New Paradigm. Chesbrough, 2003.

Chong, M. (2009). Employee Participation in CSR and Corporate Identity: Insights from a Disaster-Response Program in the Asia-Pacific. Corporate Reputation Review, 12, 2, 106-119. doi: 10.1057/crr.2009.8.

Christina Keinert (2008). CSR as an International Strategy, *Springer (Physica – Verlag*) Page 92

Conduit, J. and Mavondo, F. T. (2001). How Critical is Internal Customer Orientation to Market Orientation. *Journal of Business Research,* 5, 1, 11-24.

Connell, J., Ferres, N. and Travaglione, A. (2003). Engendering Trust in Manager– Subordinate Relationships: Predictors and Outcomes, *Personnel Review*, 32, 5, 569–590.

Cropanzano, R., Byrne, Z. S., Bobocel, D. R., and Rupp, D. E. (2001). Moral Virtues, Fairness Heuristics, Social Entities, and Other Denizens of Organizational Justice. *Journal of Vocational Behavior*, 58, 2, 164-209. doi: 10.1006/jvbe.2001.1791.

Currall S. C. and Epstein M. J. (2003). The Fragility of Organizational Trust: Lessons from the Rise and Fall of Enron, *Organizational Dynamics,* 32, 2, 193–206.

Daniel C Esty and Andrew S Winston (2006). *Green to Gold, Yale University Press ,2006:* Page 257

Daniels, John D. and Mark V. Cannice (2004). Interview Studies in International Business Research, in Handbook of Qualitative Research Methods for International Business, Rebecca Marschan-Peikkari and Catherine Welch (Eds.). Cheltenham, UK. Northampton, MA, USA: Edward Elgar, 185-206.

Davenport, T. O. (1999). *Human Capital - What it is and Why People Invest it*. John Wiley and Sons, 1999.

David Bollier (1997). *Aiming Higher,* Amacom (American Management Association) Page206

Davies, G., and Miles, L. (1998). Reputation Management : Theory Versus Practice. *Corporate Reputation Review*, 2, 1, 16-28.

Day, G.S. (2000). Managing Market Relationships, *Journal of the Academy of Marketing Science,* 28, 1, 24-30.

Dede, Chris (2008). A Seismic Shift in Epistemology. New Horizons. EDUCAUSE review. May/June

Delaney, J. T. and Huselid, M. A. (1996). The impact of Human Resource Management Practices on Perceptions of Organizational Performance. *Academy of Management Journal*, 39, 949-969.

Denzin, N. and Y. Lincoln (2005). Handbook of Qualitative Research. Thousand Oaks: Sage

Dirks, K. T. and Ferrin, D. L. (2001). The Role of Trust in Organizational Settings. *Organization Science*, 12, 4, 450-467.

Dodgson, M. (1993). Learning, Trust, and Technological Collaboration. *Human Relations,* 77-95.

Edvinsson, L. and Malone, M. (1999). *El Capital Intelectual - Cómo identificar y calcular el valor de los resursos intangibles de su empresa.* Barcelona.

Flamholtz, E. G., Kannan- Narasimhan, R. and Bullen, M.L. (2004). Human Resource Accounting Today: Contributions, Controversies and Conclusions. *Human Resource Costing and Accounting*, 8, 23-37.

Glaser, B. and A. Strauss (1967). The Discovery of Grounded Theory: Strategies of Qualitative Research. London: Wiedenfeld and Nicholson.

Goh, Mark and Pinaikul, Parooj (1998). Research Paper: Logistics Management Practices in Thailand. *Logistics Information Management*, 11, 6, 359-369.

Hausman, Warren .H, Lee, Hau. L and Subramanian, Uma, (2005). Global Logistics Indicators, Supply Chain Metrics & Bilateral Trade patterns. Fifth Draft, 1-29

Havila, V., Johanson, J., and Thilenius, P. (2004). International Business-relationship Triads. *International Marketing Review, 21,* 2, 172-186.

Hoang, H., and Antoncic, B. (2003). Network-Based Research in Entrepreneurship - A Critical Review. *Journal of Business Venturing, 18,* 2, 165-187.

Holma, A. (2008). Interfirm Adaptation in a Triadic Business Relationship Setting. *The 24th IMP Conference, Uppsala 4-6 September.*

Holma, A. (2009). Adaptation in Triadic Business Relationship Settings: A Study in Corporate Travel Management. *Thesis*.

Homburg, Ch. and Stock, R. (2001). Der Zusammenhang Zwischen Mitarbeiter- und Kundenzufriedenheit, *Zeitschrift für Betriebswirtschaft*, 7, 7, 789-806.

http://data.worldbank.org/indicator/SI.POV.GAP2

http://demandmetric.wordpress.com/2009/02/07/save-money-with-vendor-consolidation/ Last accessed on 17th June/2010 at 16:14 hrs

http://mdgs.un.org/unsd/mdg/Resources/Static/Products/GAResolutions/55_2/a_res55_2e.pdf

http://proquest.umi.com/pqdweb?index=1&did=2024436081&SrchMode=1&sid=2&Fmt=3&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1273309314&clientId=41311 Last Accessed on 8thMay/10 at 3:10 p.m. Authors Katie Engelhart. Source :Canadian Business. Toronto: Apr 27-May 10, 2010. 83, 7, 60-62.

http://sanhati.com/excerpted/2311/, Last accessed on 10-06-10 at 14:32 hrs

http://search.ebscohost.com/login.aspx?direct=true&db=aph&AN=48644177&site=ehost-live, Last accessed on 5thMay/2010 at 5:00 p.m. Authors: Rosser, Andrew1,Edwin, Donni2 Source: Pacific Review; Mar 2010, 23, 1,1-22.

http://search.ebscohost.com/login.aspx?direct=true&db=aph&AN=49022349&site=ehost-live, Last accessed on 5thMay/2010 at 5:00 p.m. Authors: Uccello, Cynthia, Journal of Individual Psychology; Winter 2009, 65, 4, 412-419

http://www.appraisal-smart.com/Strategic%20Concepts.pdf, last accessed on 17th June/2010 at 17:55hrs

http://www.industryventures.com/pdf/Venture_Capital_Secondaries_White_Paper.pdf

http://www.rainwaterharvesting.org/urban/Howtoharvest.htm, last accessed on 20th June at 17:18 hrs

http://www.selfhelpnetwork.wichita.edu/ Management survey report from BCG "MEASURING INNOVATION 2008" and "INNOVATION 2008"

http://www.st-andrews.ac.uk/media/Knowledge%20Transfer%202008-2013%20Strategy.pdf. Retrieved February 19, 2009. P. 2.

http://www.unescap.org/pdd/projects/bondmkt/5_bond_SL_stability.pdf, last accessed on 15th June/2010 at 18:52 hrs

http://www.zdnet.com/blog/outsourcing/2010-predictions-for-the-outsourcing-industry/128?tag=content;search-results-rivers, Last accessed on 05-06-10 at 18:16 hrs

Hurtado, Pedro. S, "Rethinking International Logistics Management: Searching for a Core Identity", *Texas A & M International University*, pp. 1-8

Hwang, Ing-San and Chi, Der-Jang (2005). Relationships among Internal Marketing, Employee Job Satisfaction and International Hotel Performance: An Empirical Study. *International Journal of Management*, 22, 2, 285-293.

Jack, S. L. (2010). Approaches to Studying Networks: Implications and Outcomes. *Journal of Business Venturing, 25,* 1, 120-137.

Jennifer A. Howard (2007). *Corporate Culture and Environmental Practice : Making a change at a high technology Manufacturer,* Grenville from Edward Elgar Publishing limited , Page -36

Johanson, J., and Mattsson, L. (1993). Internationalization in Industrial Systems–a Network Approach. Strategies in Global Competition. V: The internationalization of the firm: A reader, urednika PJ Buckley & PN Ghauri: London: Academic Press.

Keeble, D., Lawson, C., Smith, H., Moore, B., and Wilkinson, F. (1998). Internationalisation Processes, Networking and Local Embeddedness in Technology-Intensive Small Firms. *Small Business Economics, 11,* 4, 327-342.

Kenny, B. (2009). *A Network Perspective on International Business: Evidence from SMEs in the Telecommunications Sector in Ireland.* Unpublished Doctoral thesis, University Of Limerick.

Kim, H., Lee, M., Lee, H., and Kim, N. (2010). Corporate Social Responsibility and Employee–Company Identification. *Journal of Business Ethics*. doi: 10.1007/s10551-010-0440-2.

Last accessed on 11th June/2010 at 19:15 hrs

Leo, H., and Weeden, C. (2008). Corporate Social Irresponsibility. *Business Week*. Retrieved from http://www.businessweek.com/managing/content/jul2008/ca2008078_783872.htm.

Loon Hoe S. (2007). Is Interpersonal Trust a Necessary Condition for Organizational learning?, *Journal of Organizational Transformation and Social Change,* 4, 2, 149–156.

Malla, P.S. (2004) Socio-Economics Advantages in Nepalese Economy: Towards Building a Strong Economic Nation- State (ed. Madan Kr Dahal),CEDECON at Tribhuvan University (TU), Kirtipur, Nepal

Margolis, J. D., and Walsh, J. P. (2003). Misery Loves Companies : Rethinking Social Initiatives by Business. *Administrative Science Quarterly*, 48, 2, 268-305.

Marrewijk, M. V. (2003). *Concepts and Definitions of CSR and Corporate Sustainability: Between Agency and Communion*, 95-105.

Matten, D., & Crane, A. (2005). Corporate Citizenship: Toward an extended theoretical conceptualization. *Academy of Management Review*, 30, 1, 166-179.

Mattera, P. (2010). Corporate social irresponsibility. *Institute of Southern Studies*. Retrieved from http://www.southernstudies.org/2010/05/corporate-social-irresponsibility.html.

Mayer, R. C., Davis, J. H. and Schoorman, F. D. (1995). An Integrative Model of Organizational Trust. *Academy of Management Review*, 20, 3, 709-734.

McElroy, M. W. (2002). Social Innovation Capital, *Journal of Intellectual Capital*, 3, 1, 30–39.

Morgan, R. M. (2000). Relationship Marketing and Marketing Strategy. In Parvatiyar, A., Sheth, J. N. (2000), *Handbook of Relationship Marketing.* London, New Delhi: Sage Publications, Inc. Thousand Oaks, 483-484.

Nicholas Capaldi (2005). Business and Religion (a clash of civilizations) M &M Scrivener Press , Page 380 - 381

Nilsson, Fredrick, (2006). Logistics Management in Practice – Towards Theories of Complex Logistics. *The international Journal of Logistics Management*, 17, 1, 38-54

Orlitzky, M., Schmidt, F. L., & Rynes, S. L. (2003). Corporate Social and Financial Performance: A Meta-Analysis. *Organization Studies*, 24, 3, 403-441. doi: 10.1177/0170840603024003910.

Parkhe, A. (1993). "Messy Research, Methodological Predisposition, and Theory Development in International Joint Ventures," *Academy of Management Review*, 18, 227-268.

Parkhe, A., Wasserman, S., and Ralston, D. (2006). Introduction to Special Topic Forum New Frontiers in Network Theory Development. *Academy of Management Review, 31,* 3, 560-568.

Peterson, D. K. (2004). The Relationship between Perceptions of Corporate Citizenship and Organizational Commitment. *Business & Society*, 43, 3, 296-319. doi:10.1177/0007650304268065.

Philippe, T. W., and Koehler, J. W. (2005). A Factor Analytical Study of Perceived Organizational Hypocrisy. *Spring*. Retrieved from http://proquest.umi.com/pqdlink?index=2&did=861788551&SrchMode=3&sid=1&Fmt=4&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1276107723&clientId=58533&aid=1.

Poppendieck, Mary, (2006). The Impact of Logistics Innovation on Project Management", *Proceedings of PMI Seminars & Symposium*, September, 1-7

Pyakuryal, B and Sainju, R. S. (2007). Nepal's Conflict: A Micro Impact Analysis on Economy, Kathmandu: wps.

Reich, R. (2007). Corporate social irresponsibility. *The Economist*. Retrieved from http://www.economist.com/blogs/freeexchange/2007/10/the_current_tempest_over_wheth.

Richard Barrett (2006). *Building a values driven Organization : A whole system approach to cultural transformation,* Elsevier Inc, *P*age 108

Robert W Kolb (2006). *The Ethics of executive compensation,* Blackwell Publishing Ltd, 62-63.

Rousseau D. M., Sitkin B. B., Burt, R. S. and Camerer, C. (1998). No So Different After All: a Cross-Disciplinary View of Trust, *The Academy of Management Review,* 23, 3, 393– 404.

Ruzzier, M., Hisrich, R., and Antoncic, B. (2006). SME Internationalization Research: Past, Present, and Future. *Journal of Small Business and Enterprise Development, 13,* 4, 476-497.

Sharma, S., & Henriques, I. (2005). Stakeholder influences on sustainability practices in the Canadian forest products industry. *Strategic Management Journal*, 26, 2, 159-180. doi: 10.1002/smj.439.

Sihombing, Sabrina O. and Gustam, Maredo (2007). The Effect of Internal Marketing on Job Satisfaction and Organizational Commitment: An Empirical Study in a University Setting. *The 1st PPM National Conference on Management Research*, 7 Nov, Jakarta.

Sivadas, E. & Dwyer, F. R. (2000). An Examination of Organizational Factors Ifluencing New Product Success in Internal and Alliance based Processes, *Journal of Marketing*, 64, 31-49.

Spector, P. E. (1997). *Job Satisfaction: application, assessment, causes and consequences*. London: Sage Publications.

Sveiby, K. E. and Simons, R. (2002). Collaborative Climate and Effectiveness of Knowledge Work: An Empirical Study, *Journal of Knowledge Management*, 6, 5, 420–433.

Sztompka, P (2007). Zaufanie. Fundament społeczeństwa. Kraków: Wydawnictwo Znak, 47.

Tan, H. H. and Lim, A. K. H. (2009) 'Trust in Coworkers and Trust in Organizations', *The Journal of Psychology*, 143, 1, 45–66.

Tan, H. H., and Tan, C. S. F. (2000). Towards the Differentiation of Trust in Supervisor and Trust in Organization, *Genetic, Social, and General Psychology Monographs*, 126, 241–260.

Thompson, R. (2007). Where are the best policies to promote Ag-related R&D. Presented at the Federal Reserve Bank of Chicago conference on the role of R&D in Agriculture and related industries: Today and Tomorrow.

Turker, D. (2008). How Corporate Social Responsibility Influences Organizational Commitment. *Journal of Business Ethics*, 89, 2, 189-204. doi: 10.1007/s10551-008-9993-8.

Tzafrir S. S. and Eitam-Meilik M. (2005). The Impact of Downsizing on Trust and Employee Practices in High Tech Firms: A Longitudinal Analysis. *Journal of High Technology Management Research*, 16, 193–207.

Tzafrir, S. S. and Gur, A. B. A. (2007). HRM Practices and Perceived Service Quality: The Role of Trust as a Mediator. *Research and Practice in Human Resource Management*, 15, 2, 1-20.

Valentine, S., & Fleischman, G. (2007). Ethics Programs, Perceived Corporate Social Responsibility and Job Satisfaction. *Journal of Business Ethics*, 77, 2, 159-172. doi: 10.1007/s10551-006-9306-z.

Van Maanen, John (1983), *Qualitative Methodology*. Beverly Hills, CA.: Sage

Verhofstadt, E. and Omney, E. (2003). The Impact of Education on Job Satisfaction in the First Job. *Working Paper*, Gent University, Gent.

Wartick, S. L., & Cochran, P. L. (1985). The Evolution of the Corporate Social Performance Model. *The Academy of Management Review*, 10, 4, 758. doi: 10.2307/258044.

Webster's New Millennium™ Dictionary of English, Preview Edition (v 0.9.7). Retrieved February 21, 2009, from Dictionary.com website: http://dictionary.reference.com/browse/web 2.0

Wilkinson, I. F, Young, P. V. (2003). Business Mating: Who Chooses whom and gets Chosen? *19th Industrial Marketing and Purchasing (IMP),* Lugano, Switzerland.

William R Blackburn (2007). *The Sustainability Handbook*, Earthscan (USA & UK): Page 39, 42- 55

Wood, D. J. (1991). Corporate social performance revisited. *Management*, 16, 4, 691-718.

Wright, P. M. and Gardner, T. M. (2000). Theoretical and Empirical Challenges is Studying the HR Practice – Firm Performance Relationship. *Paper presented at the workshop „Strategic Human Resource Management".* European Institute for Advanced Studies in Management, France.

Yan Zhang A., Tsui A.S., Jiwen Song L., Ch. Li and Jia L. (2008). How do I Trust Thee? The Employee-Organization Relationship, Supervisory Support, and Middle Manager Trust in the Organization, *Human Resource Management,* 47, 1, 111–132.