



# ICTBM-11

**International Conference on  
Technology and Business Management**

**March 28-30, 2011  
SZABIST Dubai**





# **KEYNOTE SPEECH**

**March 28, 2011 11:00-12:30 P.M.**

## **Changing Paradigms of Education**

**Speaker: Nicholas Van der Walt**  
*Hult International Business School, Dubai*

Patterns of deep, fundamental, rapid and radical social, economic and technical change are overshadowed by the immediacy and global characteristics of economic meltdown, unrest and natural disasters. This has changed the basic paradigm of education around the world and resulted in new challenges as regards the place of tertiary institutions in society, the expectations of students and the ability of academic structures to deliver what is required by people who will be economically active for the coming 40 years. This presentation explores ideas for academics and researchers to reflect on their profession in the coming years.

*Dr Nick van der Walt has held leadership positions in international academia and industry. With a PhD in International Strategic Management, his appointments have included roles as a non-executive director and chairman in the energy and professional services sectors, and trustee of charitable trusts for the community. He has also held leadership positions in global educational organizations. Having held positions as a full professor and professorial fellow in the fields of international business and corporate governance, Dr van der Walt's work has included strategic consulting to the boards and senior management of a range of regional and global companies as well as professional bodies. His globally published research has focused on strategy and risk management associated with corporate governance.*

*In 1999, Dr van der Walt was appointed by President Nelson Mandela as the Honorary Consul for the Republic of South Africa in New Zealand and was tasked with bilateral trade development as well as the support of citizens.*

# PLENARY SESSION

**March 29, 2:00-3:00**

**Session Chair: Abdullah M. Alshamsi, The British University in Dubai**

## **Mergers and Acquisitions: Who wins?**

**Speaker: Mahendra Raj**

*University of Sharjah, Sharjah*

Mergers and acquisitions occur for a variety of reasons but it is not always clear as to who benefits from such mergers. Managers of bidding firms may be motivated by different reasons but should be trying to create value for their shareholders. It is known that shareholders of target firms gain but evidence is mixed regarding the benefits of mergers to other stakeholders including shareholders of acquiring firms. This paper examines whether the reasons for the merger influences the gains to bidders.

*Professor Mahendra Raj is the former Dean of the College of Business Administration, University of Sharjah. He did his MBA from Baylor University, USA followed by an MS and PhD in finance from the University of Arizona, USA. He has worked at Universities in USA, New Zealand and UK before moving to Sharjah in 2007. Prof. Raj is also the Chief Editor of Studies in Economics and Finance, a 25 year old Emerald journal. He was a Commissioner of the Competition Commission for UK and a Commissioner with the Accounts Commission for Scotland.*

# **CONTRIBUTED PAPERS**



**MC1 Monday March, 28 2:00-3:20**  
**Session: Gender Issues**  
**Session Chair: Mhamed Zineddine**  
**Alhosn University, Abu Dhabi**

**1147 An Evaluation of “Ideal” Female Perception among Pakistani Girls**

*Uzma Zaidi*, SZABIST-Dubai Campus, uzmaiba@yahoo.com

This research aims to identify the perceptions of “Ideal Female” among Pakistani Girls, especially in formative age between 12-23 years. I try to determine whether the perceptions of Ideal Female grow more incongruous as the girls reach marriageable age and also to determine whether these perceptions change with international exposure or broader experiences. Through this research I aim to uncover some false standards that are being set for these young girls. Secondly, I question their perception of Ideal, Modern female as some “Super Mom”. Thirdly, and perhaps the most important in my opinion is the misrepresentation of Pakistani women.

**1167 The Role of ICT - Women Empowerment in India**

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Educating women of India has been a major concern of the government. It is because; the educated women play a significant role in development of the country and the society. In recent epoch, the Indian society and government has established a number of institutions for educational development of women and girls. This paper throws light on empowerment of women by using ICT to achieve literacy, employment and responsible citizen. ICT can be used to overcome the deficiencies like place, time, money and other resources.

**1171 The Status of Emirati Women in the ICT Sector**

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One of the main pillars of the last century’s human development is ICT. However, women may not be well represented in the ICT professional sector. Avoidance of young women of ICT programs in universities would deepen structural employment and increase inequalities. In this paper, we present the results of a case study from ALHOSN University. This study investigates the status of Emirati women (108 students and their relatives) in the ICT sector from an educational and employment prospective, the underlying factors that may be hindering their participation with males. Despite a more encouraging educational environment, ICT jobs are less suitable.

**1201 Gender Differences and Audit Committee Diligence**

*Sheela Thiruvadi*, Morgan State University, sheela.thiruvadi@morgan.edu

I examine the association between the frequency of audit committee meetings (proxy for audit committee diligence) and the presence of at least one female director in the audit committee using a sample of 254 firms from S&P small cap 600 index with a December 31, 2003 fiscal year end. Results show that audit committees that have at least one female director are likely to have more frequent meetings than all-male audit committees.

**MC2 Monday March, 28 2:00-3:20**  
**Session: Service Industry**  
**Session Chair: Kamini Dhruva**  
**Acharya's Bangalore B-School, Bangalore**

**1113 Consumer Confusion in Hotelling Sector with respect to Dine Out**

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Aim to conduct this research is to focus on factors that influence on consumer confusion when people want to go out with families for hangout and there are many option in restaurants then confusion arise where to go. Main purpose for doing this is to identify factors which help in reducing consumer confusions .For this we will use descriptive statics by selecting 150-200 customers. We will use questionnaire to collect primary data to identify factors by which consumer confusion can reduce. In this study we analyze consumer confusion in hotelling of Rawalpindi Islamabad.

**1153 Bangalore City - The Next Hub for Medical Tourism? - A Study to Explore the Awar**

*Kamini Dhruva*, Acharya's Bangalore B-School, kaminidhruva@yahoo.com  
*Ghousia Khatoon*, Acharya's Bangalore B-School, ghousiashariff\_2000@yahoo.co.in

The main objective of this paper is to assess the awareness of the growth of medical tourism in Bangalore City, which has been witnessing an amazing growth of medical tourists from all over the world and other cities in India. This growth is attributed to the multi and super specialty hospitals which offer state of the art facilities, excellent and well trained doctors, nurses and health professionals who are certified and accredited to international standards and practices. The cost of health care these days are sky rocketing all over the world.

**1181 Restful Implementation of Authorization Mechanisms**

*Qublai Khan Ali Mirza*, National University of Computer & Emerging Sciences, qublai.khan@nu.edu.pk

Interoperability over the web is a major issue specifically when applications with diverse interfaces are interacting. The most elementary problem facing the web-services world is how to manage interoperability issues. This paper focuses on interoperability issues faced by SOAP based XACML service. Problem arises when XACML's SOAP based PDP (Policy Decision Point) gets non-SOAP queries from PEP (Policy Enforcement Points) and is unable to interpret them. Different ways are discussed that how a PDP can receive and process Non-SOAP queries from different PEPs. SOAP based XACMLite's PDP implementation is adopted and different ways of making it interoperable are discussed.

**1279 Factors Affecting In-Patient Satisfaction in Hospital – A Case Study**

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In developing countries such as India, few studies have sought patients' views on satisfaction with services, and there is little effort to involve them in measuring satisfaction or defining health service standards. This study attempts to identify the determinants of patient satisfaction in a private hospital with 200 beds multispecialty hospital situated in the capital city of India. The study comprise of non medical services such as front office, F & B services, housekeeping services, discharge process, facilities provided by hospital, Medical/clinical services and nursing services. A survey was conducted involving inpatients their views were obtained through a structured questionnaire using non-probability convenience sampling with 257 respondents. The study identifies different patient satisfaction metrics. The exploratory factor analysis is performed and the regression models were derived to identify key factors influencing patient satisfaction.

**MC3 Monday March, 28 2:00-3:20**  
**Session: Strategy**  
**Session Chair: Vandana Sonwaney**  
**SIOM, Nashik**

**1128 A Case Study of Strategic and Functional Challenges of Organizational Restructuring**

*Senthil Ganesh*, Xavier Inst of Mgmt, ssganesh@ximb.ac.in  
*Niraj Kumar*, Xavier Inst of Mgmt, niraj@ximb.ac.in

We attempt to contextualize the strategic and functional challenges of organizational restructuring through the case study of a technology organization in India, an autonomous organization partially funded by the state government and closely working with other state and central government agencies. This case study highlights the internal factors such as structural, financial, and human resources challenges facing the organization in restructuring as well as the external factors such as technological change, competition in the industry, social, and political changes in the external environment which influence the organizational restructuring process for better “business” performance (read profitability) and social outcome

**1142 Corporate Social Responsibility – Issues and Challenges in India**

*Nilesh Berad*, MET Inst of Mgmt, nileshberad@rediffmail.com

In India companies like TATA and Birla are practicing the Corporate Social Responsibility (CSR) for decades, long before CSR become a popular basis. In spite of having such good glorious examples; In India CSR is in a very much budding stage. A lack of understanding, inadequately trained personnel, coverage, policy etc. further adds to the reach and effectiveness of CSR programs. Large no. of companies are undertaking these activities superficially and promoting/ highlighting the activities in Media. This research paper focuses on the finding out the issues and challenges faced by CSR activities in India.

**1203 Shale gas: A Game Changer for India**

*Ankit Gupta*, Pandit Deendayal Petroleum University, ankit221990@gmail.com

Shale gas is contained within the shales predominantly in adsorbed form, in the micro-pores and micro-fractures in different proportions. In US shale gas production is approximately 14% of the total gas production. In less than two years, the US supply has changed from one of deficit to surplus. India must learn from this. The shale gas exploration in India is relatively new but rapidly gaining attention of the industry players. India has a vast resource of shale gas. The vast resource base coupled with rise in demand for gas and appropriate market prices make the time right to explore & exploit this resource.

**1256 Board Composition and Corporate Merger: Japanese Evidences**

*Takeshi Yamamoto*, Iwate Prefectural University, t-yama@iwate-pu.ac.jp

In this paper, I examined the relationship between the structure of the board of directors and the probability of being merged and/or acquired. I found additional proportion of the outside directorships increased the probability of a friendly takeover. In Japan the Commercial Code revision in 2002 triggered the large-scale diffusion of outside directors. The results implied that the outside directors act loyal to their shareholder’s interest despite their dependence on their nominator and/or their business of capital affiliation.

**MD1 Monday March, 28 4:00-5:20**  
**Session: Marketing**  
**Session Chair: Ranjan Chaudhuri**  
**National Institute of Industrial Engineering, Mumbai**

**1134 Patronage Motives and Profile of Hypermarket Shoppers in Evolving Indian Market**

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Hypermarket is the most successful format of organized retail in India. This study examines the shopping motivation of Indian hypermarket consumers. Analysis reveals four types of hypermarket shoppers labeled Utilitarians, Maximisers, Browsers and Enthusiasts. The Utilitarians are motivated by functional benefits such as the price and variety of products; the Maximisers seek functional as well as recreational benefits; the Browsers are high on social motivation; and the Enthusiasts are high on all dimensions of shopping motivation. A profile of the four shopper types is developed based on demographic information and shopping outcomes. The implications of such classification are also presented.

**1151 India's Demographic Dividend: Issues and Challenges**

*Arun Ingle*, Inst of Business Mgmt and Rural Dev, inglearun@gmail.com  
*Pravin Suryawanshi*, Inst of Business Mgmt and Rural Dev, pbsurya@gmail.com

India is transforming demographically, in which the population of a nation slows down and life expectancy increases, participation of women in labor force and rate of saving increases. India has its own issues like illiteracy, income disparity, gap between haves and have-nots; etc. This study explores demographic dividend in case of India by studying issues and challenges, the policies to be implemented and lessons to be learned from countries like Japan, Ireland and Thailand. By 2025, India will have over 65% population under working class. This is a unique window of opportunity for deploying resources.

**1216 Market Intelligence in a Large Scale System: A Case Based Approach**

*Ranjan Chaudhuri*, National Inst of Industrial Engg, ranjan chaudhuri@hotmail.com

The article focuses on the market forces and the inherent ability of the markets to correct themselves. The article led through a case study is a self-contained exposition of a cybernetic approach to develop mathematical model of Indian National Market Index incorporating the discrete event industry-dependent state variables. The work presented here formalizes a specific dynamic situation, namely the construction of a finite dimensional process for daily movement of national market index.

**1260 Changing Roles of Packaging to Control Counterfeits in Pharmaceutical Industry**

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The packaging concept started with storage function in the past then moved to safety function and information and design, style and then to branding and now as solution to counterfeits. The marketers from Pharmaceutical industry are facing the problem of counterfeit drugs. And surprisingly packaging has evolved as panacea for companies to check and control counterfeiting problems. Our article focuses on how packaging with hologram solutions in pharmaceutical industry can be a perfect solution to check counterfeits. The paper is developed with the help of cases related to hologram solutions in packaging by pharmaceutical companies in India.

**MD2 Monday March, 28 4:00-5:20**  
**Session: Workshop**  
**Session Chair: Anita Mirchandani**  
**SZABIST, Dubai**

**1299 Qualitative Research in Technology and Business Management: An Overview of Content Analysis Using Software Tool**

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*Norhayati Zakaria*, Universiti of Wollongong in Dubai, UAE, [norhayatizakaria@uowdubai.ac.ae](mailto:norhayatizakaria@uowdubai.ac.ae)

This workshop provides an opportunity for participants to understand the nature of qualitative research in Technology and Business Management field. We will explain the existing research that employs qualitative methodology such as content analysis. In addition, participants will also learn how to perform qualitative analysis using Atlas-ti, a software tool for managing qualitative data.

**MD3 Monday March, 28 4:00-5:20**  
**Session: Finance**  
**Session Chair: Babu Manendram**  
**Barwa Bank, Qatar**

**1184 Multi-Objective, Multi-Strategy Hybrid Model for Stock Trading**

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Robust trading strategies which can mitigate the inaccuracies of weak forecasts and maintain consistent returns is a significant area of interest in financial modeling. In this study, we propose a multi-strategy integration tool to develop trading rules using signals from Support Vector Machine forecasts and Genetic Algorithm optimized trading thresholds. A heuristic model is also developed to evaluate the trading strategies over multiple objectives. Discrete choice modeling approach is used to integrate the various trading strategies. The robustness of the multi-strategy model is tested empirically by comparing the model with other individual strategies applied on real time data sets.

**1185 Empirical Study on Venture Capital and Private Equity Investment: US & India**

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The study investigates dotcom influence on US VC industry, investment patterns comparisons across industries & exit strategies. The sample period considered is US data for a period of 1990-2009 from Venture Economics and India data for a period of 2004-2008 from Venture Intelligence. The dot-com effect is still persisting. The factors determining the investment patterns are mostly associated with monitoring and agency cost associated with firm. Firm's exiting via M&A is frequently monitored for long time and hence risky, responsible for lower fund raising. The data analyzed also shows the attractiveness as well as immaturity of Indian VC industry.

**1187 FX Risk Management Practices in Select Indian Companies**

*Babu Manendram*, Barwa Bank, msbabu65@gmail.com  
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*Javaid Akhter*, Aligarh Muslim University, Prof. Javed Aktar

The Foreign Exchange (FX) Risk Management is one of the major components of business finance and economics today. FX Risk is the probable loss due to movement of exchange rate of holding currency against home currency. It has become a challenging task for corporate managers across the world to manage the FX exposure efficiently. The three important issues that need to be addressed in this regard are: (a) Nature and Magnitude of exchange risk; (b) The strategy to be adopted for hedging or managing exchange risk and (c) The tools of managing exchange risk and their relative merits.

**TA1 Tuesday March, 29 10:00-11:20**  
**Session: E-business**  
**Session Chair: Perumal Mariappan**  
**Bishop Herber College, Tiruchirappalli**

**1159 Multi-Evaluations of Tenders in E-Tendering System**

*Somaya Al-maadeed*, Qatar University, s\_alali@qu.edu.qa

In this paper, an efficient Tender and Contract Tracking System (TCTs), is proposed and discussed. A tender handling system that can be used by either intranet or internet has been developed. The system keeps tracking on the tender starting from the user or department who asked for this tender ending with completion. A new simulation of the tendering system committee voting process is proposed. In this new system, members of the tendering evaluation committee can meet and vote online according to some criteria, and with the support of a decision system.

**1173 Framework to Overcome Challenges of Implementation of E-Procurement in Indian Companies**

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Purchasing has a substantial impact on bottom line and an effective process can enhance competitiveness of an organization. Early technologies like EDI and recent advancements in e-procurement alongwith other tools like e-auction, e-retailing, reverse e-auction and RFX tools improved collaboration have resulted in time and cost savings. In the Indian context, poor and inefficient infrastructure, high cost of internet usage, government policies, and lack of appropriate skill etc. are posing threat to the successful implementation of e-procurement. This study has attempted to understand these challenges and developed a framework considering limitations like internet security, migration and system cost.

**1197 Factors Affecting Growth of E-Business in India & Importance of SMEs**

*Ayaz Ahmed Shariff Khaliq*, Birla Inst of Tech International Center, ayazahmedsk@gmail.com

Electronic commerce focuses on the use of IT to enable the external activities and relationships of the business with individuals, groups and other businesses. It is essential to understand the difference between E-Business & E-Commerce to practically understand and accept the merits and demerits of the both. The papers discuss the various factors which are the barriers in the growth of E-Business in India. A Proposed model solution highlights the needs and requirements to control the affecting factors with a simple model solution. The paper discuss the importance of for the growth of E-Business to SMEs in India.

**1207 A Study on Banning Mobile Phone on Educational Premises**

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This research paper deals with the sensitive issue of, whether the banning of mobile phone with in the collegiate premises is accepted or not by the college students and their parents and college teachers. A sample of size 1200 was carefully opted by mixing college students and their parents and teachers. The primary data collected and analyzed with the help of statistical analysis. The analysis based on different measures confirms that the usage of mobile phone within the college premises is to be banned.

**TA2 Tuesday March, 29 10:00-11:20**

**Session: Education**

**Session Chair: Saba Fatma**

**Manipal University, Dubai**

**1148 Developing a Model for Assessment of Effectiveness of Educational Periods in Iran**

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This research is done for developing a proper model for assessment the effectiveness of educational periods in Iran Cane Company . For gaining the aims of research the model was recognized . these results were achieved:transferialmodel is the best model for assessment of effectiveness of educational periods in this company, experimental model have to be re-edited and for correct assessment of the concept we have to use more aspects in the questionnaires.Thus two points were added to them:support and cooperation of subhands,institutional atmosphere about education .

**1161 Implementing Technology Enabled Education in B-Schools: Karnataka.**

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E-Learning is an important tool for delivery, interaction, and facilitation of both teaching and learning processes. Faculty members and students of premier B-Schools are being encouraged to become involved in e-learning activities. Survey results indicate that faculty & students generally perceive e-learning as a positive force in helping students achieve their learning objectives.In B-Schools of Karnataka required prerequisites are staff training, well prepared online courses and learning materials, sufficient groundwork for the smooth transition from traditional modes of learning towards e-learning delivery.

**1163 The Diffusion of e-Learning Innovations in B-Schools of Karnataka**

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*Manish Thakur*, Acharya Inst of Tech, manishkthakur@acharya.ac.in

This paper reports the findings of a study of Stakeholders (Directors, Teachers, Students, Technical Coordinators) adoption of e-Learning in B-Schools of Karnataka. Data collected through a survey questionnaire was used to examine Stakeholders perceptions regarding various attributes of the e-Learning as a Strategic Tool in both teaching preparation and delivery.The analysis of the data suggests that the innovation adoption variables of relative advantage, compatibility, visibility, ease of use, results demonstrability, and trainability should be considered by B-School administrators seeking to increase the rate of adoption.

**1251 The MOM Technique for Higher Education Delivery Developed in Dubai in UAE**

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Information Technology and its merger with Communication, Entertainment and Education has given rise to new opportunities to learners and educators. In this paper we introduce our MOM (Merger Of Methods) technique that uses different methods in teaching. We developed this MOM technique in a nationally accredited Computer Science program in a private College in Dubai. We present the benefits of this technique and some of the methods that we used in it including: Practical Experience; Online Content; Variations in Assessments; Involving Other Personnel; Exposure to Professional Bodies and Industry; Utilizing New Techniques in Content Delivery & Teaching; and Continuous Feedback.

**TA3 Tuesday March, 29 10:00-11:20**  
**Session: Organization Behavior**  
**Session Chair: Zeinab Khoshouei**  
**Islamic Azad University, Iran**

**1132 Factors for Making an Organization 'A Learning Organization'**

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Learning Organization (LO) is a goal that many organizations wish to achieve in this era of technology and innovation. LO is relatively a new phenomenon, however, practices of learning organizations contribute towards the literature. This research aims at identifying the key factors important in making an organization 'A Learning Organization'. Since learning organization is relatively a new concept and very less published research is available, therefore, our research follows an exploratory research design by conducting the research through literature review and case studies in order to identify the factors important in making an organization 'A Learning Organization'.

**1150 Human Resource Alignment - A case study of interior Sindh universities**

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People are one of the important ingredients in the Education system at Universities. Administration department at university is responsible for People-strategy formulation and implementation. There is an immense need of Vertical Alignment, Horizontal Alignment, and the degree to which Administrative policies are enacted or put into practice. Our purpose is to identify the level of current alignment and suggest strategies to enhance the education system of universities of interior Sindh (Pakistan)

**1183 Merging Organizational Management and Information Technology through Business**

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With the advancement in technology, merging the field of Organizational Management with Information Technology has become of utmost importance. Although such a transformation could prove to be costly, if used correctly the benefit would undoubtedly outweigh the cost. Information is now the key to understand changing market trends, customer behavior and demand and supply chain to improve company performance against competitors. With the application of BI tools, the analysis of data for various operations of an organization has become easy. This paper sets out to put forward the interdependency of Managerial Actions and Technology in various corporate situations.

**1241 A Critical Study on Work-life Balance of BPO Employees in India**

*Smita Chavan*, Sinhgad Inst of Mgmt, smita\_r\_chavan@yahoo.co.in  
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This paper analyses the impact of the BPO industry on the society and the individuals in India. We focused on the following aspects during this study a) Health issues b) Societal issues c) Personal issues, etc. Based on a field survey, views of few employees and employers of this industry have been captured and analyzed. Various health issues that came to light are stress, sleeplessness, headache, fatigue, sense of exhaustion and lack of concentration, decreased IQ level etc. Employees accepted that they enjoy various facilities and benefits provided by the company like PF, Gratuity, Family Health Insurance, and other facilities.

**1275 Management of Environmental Stress Effects on Salvia**

*Zeinab Khoshouei*, Islamic Azad Uni, zeinabkhoshouei@yahoo.com  
*Azar Tamizkar*, Islamic Azad University, azartamizkar@yahoo.com

The effects of salt and drought stresses at the water potentials of 0, -4, -8, -12 and -16 bars induced by NaCl and PEG on seedling vigour, were investigated for three salvia varieties under different temperatures (5, 10, 15, 20, 25 and 30). Electrical conductivity (EC) values of the NaCl solutions were 0, 5, 100, 150, 200 and 250 m $\mu$ . Seedling vigour revealed that the genotypes significantly differed for salt and drought stress. Both NaCl and PEG inhibited germination and seedling growth in all varieties, but the effects of NaCl compared to PEG were less on germination and seedling growth.

**TB1 Tuesday March, 29 11:40-1:00**  
**Session: Agriculture Management**  
**Session Chair: Hossein Aliabadi Farahani**  
**Islamic Azad University, Iran**

**1198 The Effect of Irrigation by Pollution Water on Flower Yield in Saffron in Iran**

*Hossein Aliabadi Farahani*, Islamic Azad Uni, farahani\_aliabadi@yahoo.com

This experiment was carried out at Iran. In field were 15 lysimeters, that planted saffron (*Crocus sativus* L.) that 1 to 5 lysimeters were irrigated by domestic wastewater and primary drainage water were accumulated. The 6 to 9 lysimeters were irrigated by primary drainage water and then, were accumulated secondary drainage water and we have irrigation 10, 11 and 12 lysimeters by secondary drainage water. In order to compare plants characteristics, in 13, 14 and 15 lysimeters were irrigated by agronomical water. The flower yield in saffron 5.1% increased under irrigation by secondary drainage water into irrigation by agronomical water.

**1229 Management of Wastewater for Wheat Production in Iran**

*Hossein Aliabadi Farahani*, Islamic Azad Uni, farahani\_aliabadi@yahoo.com

This experiment was carried out at Iran. In field were 15 lysimeters, that planted wheat (*Triticum aestivum* L.) that 1 to 5 lysimeters were irrigated by domestic wastewater and primary drainage water were accumulated. The 6 to 9 lysimeters were irrigated by primary drainage water and then, were accumulated secondary drainage water and we have irrigation 10, 11 and 12 lysimeters by secondary drainage water. In order to compare plants characteristics, in 13, 14 and 15 lysimeters were irrigated by agronomical water. The seed yield in wheat 12.3% increased under irrigation by secondary drainage water into irrigation by agronomical water.

**1239 Fertilizer Management in Chamomile for Sustainable Agriculture**

*Azar Tamizkar*, Islamic Azad Uni, azartamizkar@yahoo.com

This experiment was carried out by factorial design with 3 replications at Iran in 2009. The factors were included Nitrogen (0, 50, 100 and 150 Kg/ha) and Phosphorus (0, 75, 150 and 225 Kg/ha). The results showed that highest essential oil was achieved under 150 kg N/ha and highest this feature was obtained by 225 kg P/ha. Also, highest essential oil was achieved under 150 Kg N/ha with 225 Kg P/ha. The results showed that the management of fertilizer management in chamomile is very important for achieve to the sustainable agriculture.

**TB2 Tuesday March, 29 11:40-1:00**  
**Session: Customer Relationship Management**  
**Session Chair: Ashwini Renavikar**  
**Sinhgad Institute of Management, Pune**

**1255 Conceptual Framework for e-CRM Project Deployment in Indian Banks**

*Ashwini Renavikar*, Sinhgad Institute of Management, Pune, ashwinirenavikar@gmail.com  
*Sharad Joshi*, IMERT, Pune, sharadjoshi@gmail.com

Survey of Database Group (2006) revealed that approximately 65% of financial institutions failed in getting expected benefits from investments in e-CRM. Finding of the study by I-L Wu and K-W Wu (2005), approximately 60% of the web-based CRM software are failures. With this background, the researchers studied the aspect of e-CRM deployment in 11 Indian public, private and cooperative banks in Pune and Mumbai. The study has contributed to the body of knowledge by suggesting a conceptual framework – PCM-PPT framework which is a result of quantitative and qualitative analysis of responses by bankers and e-CRM consultants.

**1270 Quality of E-Banking Services: Customer Perception of E-Banking Portals**

*Shiv Tripathi*, Mzumbe University, shivktripathi@hotmail.com  
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*K. Janardhanam*, Bangalore University, prof.janardhanam@gmail.com

There has been tremendous increase the use of e-banking services. The quality of e-banking services depend on a variety of factors including the functional dimensions of the e-banking portals. In order to ensure the quality in the e-banking services, the service providers need to understand the factors that help in shaping perception of the customers, using e-banking. The present study is exploratory in nature and aims to identify the different factors affecting the quality perception of the e-banking customers. The research is based on the on-line survey of selected e-banking service users.

**1276 Can CRM provide solutions in the Indian Educational System?**

*Kamini Dhruva*, Acharya's Bangalore B-School, kaminidhruva@yahoo.com

.CRM can act as an interface between the people receiving education and the organizations imparting it. In today's global and dynamic business environment, change is inherent, and due to mushrooming of educational institutions there is a need to create differentiation. Therefore the emphasis is on being customer-centric; hence CRM is an excellent tool and technique which education institutions can use to carve a niche for themselves in the market. By being customer-centric, these institutions can have a long term relationship, not only with their students, but can have good rapport with the industry, and alumni.CRM, Educational institutions

**1335 Exploring Indian Rural Market- The Way Ahead**

*Makarand Wath*, G.H. Raisoni Inst of Engg & Mgmt, wathmakarand@gmail.com  
*Preeti Agarwal*, G.H. Raisoni Inst of Information Tech, pva\_agrawal@hotmail.com

The next big marketing revolution is likely to happen in the Indian rural sector. The rural Indian economy is showing impressive growth in consumption, with a number of factors supporting this growth. The fast moving consumer goods market in rural India is tipped to touch \$100 bn by 2025. The pace of rural consumption is growing much faster than urban areas. The paper attempts to study the consumption patterns of rural consumers, analyze the factors influencing brand choice and different strategies followed by companies to tap the rural market.

**TB3 Tuesday March, 29 11:40-1:00**  
**Session: Workshop**  
**Session Chair: Irfan Ahmed**  
**Sam Houston State University, USA**

**1228 Peer Reviewing in the Business Disciplines: Responsibilities and Opportunities**  
*Irfan Ahmed*, Sam Houston State University, MGT\_IXA@SHSU.EDU

As participants in the processes of creation and dissemination of academic knowledge, business faculty have a responsibility to the academic collective. The peer reviewing process is critical to the activity of research publication and dissemination, and thus a conscientious performance of the same is important. While the responsibility is serious, the participation in the peer review process can also be a professionally and personally rewarding endeavor for business faculty. This paper has the multiple objectives: clarifying the nature of peer review and the responsibilities of reviewers, summarizing best practices from various business disciplines, and also presenting the opportunities for faculty to benefit from peer reviewing within the bounds of academic ethics.

**1236 Techniques to Improve Class Discussion**  
*Saba Fatma*, Manipal University, fatma.saba@gmail.com

This workshop introduces participants to new techniques which help in improving class discussions. It discusses the reasons for poor classroom participation and discusses strategies to improve classroom discussion which ultimately leads to effective learning and development of confidence and communication skills in students. Various methods which educators can use to encourage class participation from all students and to encourage diversity of ideas will be discussed. Participants receive handouts describing the techniques, worksheets for applying their interpretations and copies of recommendations.

**WA1 Wednesday March, 30 10:00-11:20**  
**Session: Entrepreneurship**  
**Session Chair: Ayaz Ahmed Shariff Khaliq**  
**Birla Inst of Tech International Center, UAE**

**1105 Entrepreneurship by Environment Based for Procurement and Marketing Management**

*Melinda Kwan*, Ubaya Polytechnic, pipin\_tan@yahoo.com

This paper presents the effort that many organizations worldwide are making to purchase products and services that are less harmful to local and global environments. Many of these private firms are working to improve the environmental performance of their operations and products and eco-label procurement and marketing has been a logical extension of this work. The paper presents how eco-label procurement and marketing is used by them as a means towards improving their products and operations from environmental perspective to reduce risk, total cost of ownership and improve procurement and marketing performance.

**1172 Assessing Value Innovation Potential of Indian Organization**

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Innovation can be triggered on account of various organizational aspects like technology, strategy, marketing, product, procedures etc. nevertheless for a company life giving innovation and life sustaining organization(order) need to go hand in hand. Innovation is the result of complex interactions between many individuals and their operating environment. There are many drivers that foster innovation like openness, collaboration, customization, experiential learning A study has been done to assess the value innovation potential of Indian organizations and a framework designed to measure ability of management on different parameters like meaningful work, risk taking culture etc.

**1179 Corporate Social Responsibility and the Impact of CSR Practices in United Arab**

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Corporate Social Responsibility (CSR) is today an indispensable management practice wherein, a corporate balances its activities towards societal well-being by ensuring long-term benefits to maintain its stakeholders for a sustainable business. There are numerous CSR practices existing across the world, the most common among them being preserving the environment, conserving local culture and heritage, developing corporate governance, supporting philanthropy, fostering human rights, and facilitating fair trade. The present study attempts to provide an overview of CSR in the UAE and the awareness of the corporate sector towards its prospects.

**1340 Open Source Computing Applications and Challenges**

*Rafik Shaikh*, G.H.Raisoni Inst of Information Tech, rafikjshaikh@gmail.com

The paper, while giving the introduction to the broad concept, Of Open Source Computing (OSC) explains the meaning of the term Open Source Computing, giving some of the definitions, the typical terms used to explain it and also elaborates some of the important issues with reference to the explanation of the OSC. It discusses the reasons the need the OSC model in current scenario, same.It also highlights important characteristics/features, merits, Etc. of the software's critical issues and challenges in OSS environment.

**1341 Mobile Cloud Computing Applications**

*Rafik Shaikh*, G.H.Raisoni Inst of Information Tech, rafikjshaikh@gmail.com

With the proliferation of Cloud Computing, allowing enterprise and consumer services to obtain access to computing, storage and network facilities on a "pay as you go" model, it becomes clear that mobile network and billing capabilities can be added to this mix of on demand services to enrich and monetize a broad variety of enterprise solutions and consumer applications. However, the true value of Mobile Cloud Computing can only be realized when these assets are made available seamlessly across multiple networks, allowing enterprise solution providers and app developers to reach and bill any end user on any network.

**WA2 Wednesday March, 30 10:00-11:20**

**Session: Software Technology**

**Session Chair: Adel Mohammad**

**Applied Science University, Jordan**

**1112 Agile Software Methodologies: Employee, Customer, and Organization Factors**

*Adel Mohammad*, Applied Science University, adel\_hamdan@yahoo.com

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Nowadays; agile methodologies have gained widespread popularity. The core of agile methodologies is "individuals" and interactions between individuals inside the organization and other individuals who related to the development process. Customer collaboration is one of the main factors which affects the overall process. In this paper authors demonstrate to employee, customer, and organization as main factors for developing any software product. Also authors provide a framework which shows what we think is important in the development process.

**1168 WEB 2.0: Upgrading Web from a Read/Only Medium to a Read/Write Medium**

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*Prasannakumar K.S.*, Acharya Inst of Tech, prasannakumarks@acharya.ac.in

The Paper is the initiative to define Web 2.0 and understanding its implication for the next generation of Web technologies. Web 2.0 is the network as a platform, spanning all connected devices, two-way information exchange and a second generation of services available on the World Wide Web in which information created, shared, remixed, repurposed and passed along online. Web 1.0 is a read/only medium; Web 2.0 is a read/write medium, also called the wisdom web, people-centric web and participative web.

**1213 Recognizing Human Faces by Pattern Recognition**

*K. Rajesh Rao*, Acharya Inst of Tech, rajeshrao@acharya.ac.in

*Prasannakumar K.S.*, Acharya Inst of Tech, prasannakumarks@acharya.ac.in

This paper presents recognition of human face by Boundary-box method. This method identifies the facial features with the help of boundaries and boxes, exacting different features at two levels. This method uses hybrid vision techniques to identify facial feature localization. The first stage identifies approximate head boundary and the second exact locations of different facial parts. A comparative study of different various test cases is analyzed. The evaluation and performance of this algorithm in extracting facial features are located manually and compared with corresponding automatically obtained result from this method. The acceptable pixel error is between zero and fifteen pixels.

**1351 Investigating Strategic Reasons for Poor IT Implementation in Bangladesh**

*Mohammad Rahman*, Bangladesh Inst of Mgmt Studies, m.mahboob.rahman@gmail.com

*MD. Abul Kalam Farhad*, Macquarie University, md-abul-kalam.farhad@students.mq.edu.au

Despite a tremendous boom in private sector growth in Bangladesh, there exist neither major local IT vendor brands nor high levels of IT implementation. This is especially surprising when one considers the following: the few firms implementing IT are selecting foreign IT brands; foreign IT firms are already outsourcing their production to low-wage countries; and the Bangladeshi workforce may be suitable for IT outsourcing, given its low wage rates and education profiles. In this paper, we try to explain the IT implementation scenario using principles of system dynamics, within a game-theoretic framework.

**WA3 Wednesday March, 30 10:00-11:20**  
**Session: Technology Management**  
**Session Chair: Farouk Heiba**  
**New York Institute of Technology, Jordan**

**1116 Why should we do it? Overview of Technological Challenges during ICT Adoption: A Case of Malaysia**

*Shafiz Affendi Mohd Yusof*, University of Wollongong, shafizMohdAffendi@uowdubai.ac.ae  
*Nasriah Zakaria*, Universiti Sains Malaysia, nasriah@cs.usm.my  
*Norhayati Zakaria*, University of Wollongong, norhayatizakaria@uowdubai.ac.ae

This paper discusses a case study to ICT adoption in a medical institute in Malaysia. We first obtained detailed descriptions of the technological challenges from key people where we collected data through interviews with twenty seven (27) members such as doctors, nurses and administrative staff. The data was analysed using the Innovation Diffusion Theory where we found that the organization has some crucial driving factors for technological changes as well as some resistance to adopting ICT in the hospital. Such changes can create a new culture in the organization with the purpose of providing superior healthcare services through ICT.

**1130 Strategic Relationship Between Technology and Success of National Development**

*Farouk Heiba*, New York Inst of Tech, fheiba@nyit.edu

This research aims to provide a composite picture of the critical relationship between knowledge and technology and future development programs. In addition, an integrated strategic methodology is introduced to build the necessary requirements and what ought to be done for achieving future development of Egypt.

**1149 Reengineering for Customer Relationship Management Systems Implementation**

*Saba Fatma*, Manipal Uni, fatma.saba@gmail.com

A typical CRM project not only includes areas traditionally covered by marketing and sales, but also other functional areas which deal with customers either directly or indirectly within the project scope. An empirical study was conducted on CRM implementation in major banks of UAE and the findings of this study indicate that implementing sustainable CRM strategy requires the endorsement by and commitment from top management, systematic cross-functional communication, and mandatory customer loyalty training programs for all employees.

**1278 Adoption of New Technology in B-school: An analytical study of Bangalore**

*K. Janardhanam*, Bangalore University, prof.janardhanam@gmail.com  
*Ritika Sinha*, Bangalore University, ritika.snh@gmail.com  
*Suresh Babu V*, Bangalore University, sureshbabu@vasuki.in

The use of information and communication technology (ICT) in education has resulted in, improving the quality of learning and enhancing the quality of teaching. Hence the present study explores the adoption of new technology as a strategic tool for the business school. The present study intends to examine the factors influencing the diffusion and adoption of new technology in B-school using individual characteristics. The study suggests the Strategies for increasing high tech use for teaching. Delivery and variables that should be considered by B-school seeking to increase the rate of adoption of new technology.

**WB1 Wednesday March, 30 11:40-1:00**

**Session: HRM**

**Session Chair: Abhilasha Singh**

**IMT, Dubai Campus**

**1140 Talent Management Strategies of an International Bank in the Middle-East**

*Susan Abraham*, SCMS School of Tech and Mgmt, susanabraham@scmsgroup.org

Managements are using Talent management as a strategy to attract, manage and retain the best talent in their organization in order to gain competitive advantage. This research paper deals with a study on how an international Bank in the Middle-east applied talent management strategies. Findings indicate that the employees preferred the Bank for its working environment, salary, goodwill, welfare, retention measures and were satisfied with promotion and growth opportunities. It is suggested that continuous need based training and creation of an information system to track talent improvements can help develop a talent pool for the future of the Bank.

**1141 Individual Career Management and Career Satisfaction in Bank Employees of India**

*Susan Abraham*, SCMS School of Tech and Mgmt, susanabraham@scmsgroup.org

This paper reports the results of a study on the relationship between Individual Career Management strategies and Career Satisfaction among bank employees in Ernakulam (India). Correlation analysis identified strategies such as Career Goal Setting, Career Advancement and Relationship with superior to have relationship with Career satisfaction. Further, regression analysis identified that only Relationship with superior as a strategy had an impact on Career Satisfaction. Implications pointed that Individual career management strategies can be formalized by encouraging employees to identify their expectations from their career. It is suggested that banks have to start planning employees' career in their early years itself.

**1146 Challenges of HR Restructuring of An Information Technology Organization**

*Senthil Ganesh*, Xavier Inst of Mgmt, ssganesh@ximb.ac.in

We present the strategic, functional, and managerial challenges of HR restructuring of an information technology organization based on the case study of a state owned enterprise in India and the probable impact of such HR restructuring on the various e-governance and mission mode projects implemented by the state government. The case study also highlights the importance of evolving a strong middle management structure by preparing the scientific and technical employees to play the role of managers instead of functional specialists.

**1233 Approaches to the Management of Employee Training in Iran: Case Study Evidence**

*Abhilasha Singh*, IMT, Dubai Campus, abhilasha@imtdubai.ac.ae

*Ebrahim Soltani*, University of Kent, E.Soltani@kent.ac.uk

Using semi and unstructured interview techniques, this study is concerned with assessing the current state of employee training practice in a sample of Iran-based organizations. Data from HR managers and employees supports a capital approach to employee training as opposed to viewing training as a means of enhancing organizational commitment. The results further indicate that, current approach to employee training has an upward impact on employee turnover. Overall data suggests that the effect of training on employee motivation and productivity is indirect through management approach to training. This, in turn, causes a gap between employee's expectation and perception toward training.

**WB2 Wednesday March, 30 11:40-1:00**

**Session: Globalization**

**Session Chair: Vicki Luoma**

**Minnesota State University, USA**

**1109 Global Strategies for Science and Technology Project Management**

*Adedeji Badiru*, Air Force Inst of Tech, adedeji.badiru@afit.edu

Science and technology management is inherently interconnected with the socio-economic development of any nation. It is a systems world and all organizations must demonstrate a systems view of the world when managing science and technology projects. This presentation presents tools and techniques for effective results-oriented management of projects with specific focus on science and technology needs of developing nations. Some of the topics addressed include hybridization of cultures, global situational awareness, national hierarchy of needs, and sustainability.

**1129 ESI: A Global Problem**

*Vicki Luoma*, Minnesota State University, vicki.luoma@mnsu.edu

*Milton Luoma*, Metropolitan State University, milt.luoma@metrostate.edu

*Chris Miller*, Prince Mohammad Bin Fahd University, MillerChr1@aol.com

With electronically stored information (ESI) being created and stored at a prodigious rate, the problems associated with the management of ESI in litigation have similarly increased at a prodigious rate. Regardless of whether the legal issues are criminal or civil, the problem is global. International corporations have particularly challenging issues when attempting to comply with all jurisdictions rules pertaining to discovery of ESI with no clear solution on the horizon. This paper examines some of the most important worldwide challenges and concludes with some recommendations and solutions for managing ESI during litigation in a global context.

**1202 Impact of Location, Firm and Management Specific Factors on Foreign Performance**

*M. Rashid Salaria*, SZABIST, Rashid@szabist-isb.edu.pk

*Shameel Akhtar*, SZABIST, shameelakhter@hotmail.com

There are a lot of studies and research conducted on the SMEs internationalization modes but there is less work done in the field of SMEs international performance. The purpose of this research is to explore whether location, firm and owner specific factors affect the performance of Pakistani small and medium size enterprises in host countries. Prior researches have focused on multinational corporation's strategies and little is known about the factors that influence SMEs foreign market performance. The objective of this study is to identify the factors, which have an effective influence on the international market performance of Pakistani SME's.

**1208 Operational Risk Factors in Shifting Business Firms to Qatar from UAE**

*Elumalai Kannan*, National Central Cooling Co., KELumalai@tabreed.com

*Parithimaal Purushothaman*, Abudhabi Polymer Ltd., gparithimaal@gmail.com

The global financial crisis has had little effect on the Qatar economy, whilst many of gulf countries struggling to run their business. Perhaps the biggest challenge for UAE now is to capitalize on the results of these actions to stabilize their economy and continuation of the business to overcome an integrated approach to liquidity risk and to incorporating market risk, credit risk, operational risk and interest rate risk, which is needed any company in this market.

**WB3 Wednesday March, 30 11:40-1:00**  
**Session: Operations Management**  
**Session Chair: Darijus Strasunskas**  
**NTNU, Norway**

**1135 Retail Stocking Policy under Supply-driven Demand Uncertainty**

*Peeyush Mehta*, Indian Inst of Tech, pmehta@iitk.ac.in  
*R K Amit*, IIT Madras, rkamit@iitm.ac.in

In this paper, we develop a shelf space stocking policy when demand, in addition to the exogenous uncertainty, is influenced by the amount of inventory displayed on the retail shelves. Our solution approach exploits the stochastic dominance condition that models that impact of supply on the demand distribution. We also contrast the optimal policy with the classical newsvendor problem critical fractile policy.

**1195 Taxonomies of Inter and Intra Personal SCM**

*Mohammed Yasir*, Sri Krishna Institutions, skibcoityasir@gmail.com  
*P. Baba Gnanakumar*, Sri Krishna Institutions, gnanakumar12000@yahoo.com

This paper explores the relationship between the inter and intra personal supply chain network. Firms cannot ignore or separate themselves with the external factors technology, innovation, strategies, etc in other countries. The firms are using comparative advantage of technologies to integrate suppliers and customers using M2M networks in B2B management. This paper examines the different digital convergence system used by Asian Paints Ltd to reduce their stock holding cost. The equilibrium level obtained in the inter and intra personal SCM operations leads to reduce the cycle time of inventory and enables JIT also.

**1199 Assessing Value and Uncertainty of Integrated Operations: Insights from Case Study**

*Darijus Strasunskas*, NTNU, dstrasun@iot.ntnu.no  
*Asgeir Tomasgard*, NTNU, Asgeir.Tomasgard@iot.ntnu.no

The petroleum industry puts significant efforts to enable better and faster decisions by improving access to real-time data, integrating people, changing work processes. We propose a pragmatic decision analytic framework to assess value of Integrated Operations. The framework builds on contemporary literature and assesses information technology in a broader context of organizational structures and work processes. The framework has a built-in qualitative assessment of collaboration, competence, work processes that provides indispensable insights into risks associated with a particular change management project. We report on two case studies from two subsidiaries of international oil companies operating on the Norwegian Continental Shelf.

**1214 Development of Algorithms for OCR Using Cascade Ensemble Classifier**

*Prasannakumar K.S.*, Acharya Inst of Tech, prasannakumarks@acharya.ac.in

This paper proposes to develop an OCR system in a multidisciplinary effort and cascade ensemble classifier recognition system. This work will focus on the problem of visual character recognition. I consider a specialized version of the problem where an object has already been localized within a larger scene, and only its identity remains to be decided. So the input to the recognition system is a fixed-size image with the object roughly centered at a standard scale. There is a pre-specified set of object types from which the system chooses a label to assign to its input image.

# Absentia Papers

## 122 Organisational and Social Development Interventions

*Umesh Neelakantan*, DCSMAT-Vagamon, umesh@dcschool.net

*Mukesh Dev*, DC School of Management and Technology, mukesh@dcschool.net

The Nature BlessGod has bestowed nature with geographical representation of “Village”. Albeit development individually, professionals have not been able to find options for an optimistic turnaround of thoughts for this geography. Rural area, as we icon it, stands relegated to the lowest strata of development. Education and Medical care are marshals for involving this statute for progress. Social Approach Needed Empowering communities may be done by working directly with all sections of the community or through the existing groups/institutions or through selected volunteers. Health issues need to get out of the narrow field of medical intervention alone.

## 1101 The Influence of Celebrity Endorsement in Consumer Brand Choice

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

The purpose of the paper is to find out the influence of celebrity endorsement in consumer brand choice. DATA COLLECTION-200 respondents aged between 21-25 years of age are chosen for the purpose. DATA ANALYSIS-multivariate techniques are used for analysis. MANAGERIAL IMPLICATION-It will help in proper selection of celebrities.

## 1143 Profiling Internet Usage as a Marketing Tool among GCC Tourists to Malaysia

*Mazen Rohmi*, UUM, mazenrohmi@hotmail.com

AbstractThe Internet is widely known as an effective business medium. Its successful outcomes in reaching tourism opportunities has given the industry a great boost primarily in marketing. This paper aims to offer some understanding of the Internet usage patterns among GCC tourists to Malaysia. The findings demonstrate that there has been a manifest progress in terms of travel planning and bookings especially in Air tickets and accommodation compared to other types of travel services. However, there is some concern by most respondents towards buying over the Internet.

## 1144 Deploying Lean in Supply Chain – A Theoretical Model

*G. Madhumita*, Alliance University, Madhumita\_gm@yahoo.com

*J. Meenakumari*, Alliance University, j\_meenakumari@yahoo.com

In the present competitive environment business organization thrives to achieve operational efficiency without compromising on customer service. Efficient supply chain management can help in reducing cost by bringing more visibility into demand and supply side of the chain. Lean techniques are the key to reducing cost and improving processes and it is required to make sense of complex supply chain events. Lean implementation reduces the unit costs by removing the waste from the processes and therefore improves customer service levels without increasing stock and at the same time helps to reduce inventory levels.

## 1177 Best Approach to Be Safe in Online Transaction

*Parimal Kumar*, Acharya Inst of Tech, parimalkumar@acharya.ac.in

*Prathibha B*, Acharya Inst of Tech, Prathibhasb@gmail.com

*Manish Thakur*, Acharya Inst of Tech, manishkthakur@acharya.ac.in

In the present competitive environment business organization thrives to achieve operational efficiency without compromising on customer service. Efficient supply chain management can help in reducing cost by bringing more visibility into demand and supply side of the chain. Lean techniques are the key to reducing cost and improving processes and it is required to make sense of complex supply chain events. Lean implementation reduces the unit costs by removing the waste from the processes and therefore improves customer service levels without increasing stock and at the same time helps to reduce inventory levels.

## 1191 Contrasting Public Sectors Yields on the Implementation of Standard Technology

*Anum Sayani*, National Uni of Computer & Emerging Sciences, anumfsh@gmail.com

Technology has become a trademark for eastern and western public sector organizations, in terms of its products and services. Despite the fact that the technology supplied is of the same standard, western organizations deviate with an edge using the same technology. The paper shall reflect the underlying differences between both the public sectors on production and throughput. Targeting these organizations, paves a long way of problems faced by the eastern public sector caused by its strategies, behavior, and culture. Moreover, the study highlights the boundary of different methods of implementing technology, highlighting its impact on organizations, and devising proper solutions.

### **1209 Service Quality Perception and Customer Satisfaction in Life Insurance Companies**

*Deepika Upadhyaya*, MDS Uni, deepikaupadhyaya@gmail.com

*Manish Badlani*, Government Engineering College, manish.f45@gmail.com

Customer service is an integral part of life insurance organization. It is necessary to identify the key success factors in life insurance industry, in terms of customer satisfaction so as to survive in intense competition and increase the market share. The study is based on 206 insurance customers from four major cities of India. This study emphasizes the role of technology to improve quality and hence customer satisfaction. The study intends to promote a better theoretical understanding and recognition of the complexities to service quality and its measurement with respect to life insurance.

### **1211 Exploring the Motives of Starting a Business by Women Entrepreneurs**

*Deepika Upadhyaya*, MDS Uni, deepikaupadhyaya@gmail.com

*Priya Dadhich*, MDS University, ms\_priya07@yahoo.co.in

Women's contribution to business is one of the major engines of global economic growth. The nature of women entrepreneurship differs widely in developing countries as compared to developed countries due to role of social structure, work and family. The current study tries to identify the prime motivators for starting a business. It also tries to analyse whether there is an association between the social, economic and demographic profile and motives of starting a business among women entrepreneurs. The study is based on 200 women entrepreneurs from four major cities in the state of Rajasthan (India).

### **1222 Counselling: A Key Element for a Value-conscious Manager**

*Anubha Ray*, Centurion University of Technology & Management, anubharay@yahoo.co.in

A long-term Business Management is always a value-based management which means ensuring smooth running of corporation by instilling proper value system, be it in corporate governance or communication. A value-conscious manager knows the importance of ethical communication for effective results. He/ she understands and respects by travelling with another's emotion. A value-conscious manager recognizes the dynamics of inter-personal communication, and is aware of the complexities involved in the whole process of communication. Since, interpersonal communication has been primarily grounded within the psychiatric model and is influenced by psychoanalysts' theories; soft counselling for de-motivated and disturbed employees cannot be ignored.

### **1223 Organizational Structure HR Practices and Its Outcomes: A Conceptual Model**

*Ravichandran Appavoo*, Satyawati College (Evening), University of Delhi, raviappavoo@yahoo.com

The present paper seeks to develop a conceptual model in the form of flow chart. In the first part, a flow chart is presented to illustrate empirically verified relationships between various dimensions of organizational structural variables, HR practices and its outcomes. In the second part, evidence from research literature is provided to substantiate the conceptual model. The conceptual model and the research evidence supporting the model provide a comprehensive understanding of how the structure of organization along with HR practices influence various outcome variables. The model is also expected to explore new research propositions.

### **1267 Emotional Intelligence: A Tool for Corporate Communication**

*Sujata Priyadarshini Patnaik*, Centurion University of Tech & Mgmt, sujatap.cutm@gmail.com

Communication management has ever been the need of the time. Today global mindset demands for sharpened Interpersonal Communication skill. Therefore there is a need to change communication practice and set new paradigm. The new quality tool for echelons to reign, roost and ride could be the application of Emotional Intelligence (EQ to compliment IQ) for effective communication. This paper aims to explore the Interpersonal Communication skill with emotional intelligence as the new tool to improve the aptitude to engage our emotionality in effective and positive communication exchange.

### **1272 Challenges and Constraints of Marketing and Export of Indian Spices in India**

*Rohatash Bhardwaj*, CABM, dr\_rohitaash@yahoo.co.in

*B.K. Sikka*, G. B. Pant Uni of Agri & Tech, bksikka@gmail.com

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Spices are the currency of developing countries. India, Egypt, China, Indonesia, Malaysia, Mexico, Turkey and Brazil are the primary producers of spices. Since spices are always in demand in the industrialized world, the export of these basic agricultural commodities by developing countries can be relied upon to earn valuable foreign exchange. The major importers are the US, Europe, Japan, East Asian and Middle East countries. India, blessed with vivid agro-climatic zones, exports spices to 120 countries. Her biggest trading partners are the US, Europe and Japan. India has the status of mere a commodity exporter in these

markets, except for spice oils and oleoresins. The processors/packers in these countries and a few multinational companies buy Indian products and sell them under their brands at a price 4 to 5 times more than they cost. Indian brands have yet to find markets beyond middle-class and ethnic populations.

### **1273 Sustainable Agriculture for Increasing Efficiency of Tomato-Value Chain**

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Horticultural crops being high value crops are important in raising the incomes of the farmers besides creating employment opportunities. India, bestowed with wide range of agro-climatic and bio-diversity is ideal for growing a variety of agricultural crops, which includes large number of horticultural crops. Horticulture in India has gained its credibility for providing sustainable income, nutritional security and for providing employment opportunities, both in rural and urban areas. Tomato is one of the most widely grown temperate vegetable crops grown in Himalayas and tarai region of Northern India.

### **1308 Commodity Market with Reference to Gold at Inter- Connected Stock Exchange**

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Its development and growth was shunted due to numerous restrictions earlier. Now, with most of these restrictions being removed, there is tremendous potential for growth of this market in the country. A commodity may be defined as an article, a product or material that is bought and sold. It can be classified as every kind of movable property, except Actionable Claims, Money & Securities. Commodities actually offer immense potential to become a separate asset class for market-savvy investors, arbitrageurs and speculators. Retail investors, who claim to understand the equity markets, may find commodities an unfathomable market.

### **1312 A Statistical Opinion Analysis Report on the Usage of Bike Helmet in Tamilnadu**

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Dead / alive? That's been the question surrounding the use of motorcycle helmets for many decades. The big question is: Whose choice is it? That's what we're going to explore here in this history of motorcycle helmets. We'll follow the path of the laws through the years, along with the effects of those laws from both sides. It's an interesting controversy. The fact that it's still not settled, gives it more significance. But my job here is just to present the facts based on the survey conducted in Tamilnadu.

### **1314 Role of FDI in Economic Development of India: A Sectoral Analysis**

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FDI has been the most fascinating topic in international business. The dynamic economic policies executed by the Government of India have increased the FDI inflows significantly. The paper studies the sector wise FDI inflows in India (for the period 2000-2009) and the reason for the industrial sectors attracting the highest FDI inflows. It also identifies and rank the sectors based upon highest FDI inflows. It also finds out the co- relation between FDI and Economic Development. It also deliberates on some policy suggestions for weighing up advantages and disadvantages of FDI to ensure enhanced economic growth in country like India.

### **1315 Turning Educational Institute into a Learning Organization**

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Educational institutes are the temples of learning and it is ironical to discuss the concept of learning organization in context of a place of formal learning. It does not merely focus on creating an environment and imparting learning to the students but puts a question mark on the learning of the teachers themselves. Do they feel the need and desire to learn and upgrade their knowledge and skills on a continual basis? The paper shall discuss the various stages of creating a 'learning organization' in an educational institute.

### **1317 Statistics: A Necessity for Data Mining**

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Data Mining is not the mining of data rather it is mining of knowledge from a huge amount of data. What type of data we have and how can we use this data to extract some meaningful inferences, all these questions can be answered by applying some data preprocessing tasks which in turn need some statistical techniques. In this paper we are going to study these statistical techniques which are useful in making the heap of raw facts into an appropriate collection of data which can further be used to apply some data mining techniques so as to draw inferences.

### **1320 CSR, Elementary Education and Vocational Training: An Indian Perspective**

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'Sarva Shiksha Abhiyan' and 'Mid-Day Meal Scheme' are government programmes to provide elementary education and nutritional security, to children in age group 6-14 years in partnership with states, local bodies and societal entities. Ministry of HRD also plans to introduce 'Mission on Vocational Education and Skill Development' whereby it aims that over 10 million students receive vocational training as against 2.5 million at present. Though elementary education and vocational training are primarily government responsibility, but corporate entities also need discharge social obligations towards it. The paper discusses role of CSR for imparting elementary education and vocational training with case examples.

### **1321 A Review on the Yoga Way of Life on the Reduction of Job Burnout of Managers**

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"Burnout is the biggest occupational hazard of the 21st century," Job burnout is debilitating psychological condition which has serious repercussions for an individual's personal health as also on the organizational effectiveness. Yoga way of life has direct relevance to address the issue of stress and burnout. It is aimed at making managers more evolved individuals with better understanding of their job situation in the overall context of life. The main contribution of this paper is to present a comprehensive literature study in this area and present a description of empirical studies conducted by yesteryear researchers.

### **1323 Role of Local Management forums in India**

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India having nationwide associations like All India Management Association, Association of Indian Management Schools and international organizations like Association of Indian Management Scholars International working in the area of management. They organize conferences, training programs for industry and academia, publish journals and conduct entrance tests for students. But their reach is limited to few major cities. There is high need of local management forums or chapters which can contribute in their domain and by associating themselves with peer organizations get advantage of their expertise and resources. We present role and significance of local management forums in India.

### **1325 Reviving Japan! A Succinct Account of an Ailing Economy**

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The paper attempts to capture the state of the Japanese economy right from its journey of a miraculous growth to a zero growth country. It studies the movement of various indices such as inflation, real estate prices, Nikkei index etc. capturing the downturn of the economy. It later looks at the Keynesian prescriptions of monetary and fiscal policies adopted by the government yet how they had failed to revive it. Finally, it focuses on the future of the Japanese economy and a few suggestions of the required course of action pertinent to the changing Japanese culture for a positive growth.

### **1327 Knowledge Management for Expansion of Human Resource Management Systems**

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The importance of knowledge as decisive business resource in recent years has compelled the management sector to examine knowledge underlying their businesses. This further paved the way to the rise to knowledge management (KM) initiatives. Only few studies have concentrated between KM and Human Resource Management Systems (HRMS) performance. Moreover, they are into ascertaining knowledge and task evaluation using KM applications. The present study is an attempt to understand appropriate characteristics of KM, which enhance the performance of HRMS.

### **1332 100K Enterprise Model - A Solution to Counteract Challenges of Globalization**

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With the current scenario of prodigious debt crisis diffusing major developed economies – particularly in the United States the European Union; and not excluding Japan – Asia's second largest economy; where corporate downsizing and poor job creation, especially at executive levels and beyond seems to be a perennial trend. To address this status quo, the author attempts to examine the major cause contributing to low entrepreneurship take-up rate amongst college graduates and young knowledge-based workers globally. He proposes a risks-reduced and easy-to-implement model as a self-sustaining and wealth building strategy for intellectual deliberation and mass adoption.

### **1336 Indian Higher Education Sector: Heading towards Transformation**

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India has amongst the largest student populations in the world and there is a short supply of educated manpower which is employable. India, with half of its population below the age of 25, is all set to reap the demographic dividend, or head for a disaster; depending on how she educates her youth. The paper attempts to highlight key points that relate to promoting Expansion, Excellence and Inclusion and to discuss the key opportunities and challenges in global scenario.

### **1337 Music and Work Life Balance**

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Work Life Balance is associated with a balance an individual tries to maintain while performing his responsibilities at work place and in his personal life. Individuals adopt various methods like meditation, yoga, gym, music, etc to reduce stress and maintain the work life balance. Paper focuses on Indian Classical Music and Western Healing Music and its power to reduce stress and enable work life balance. Music is hence used in homes, offices, hospitals, healing clinics, worldwide Music being a stress reliever helps in bringing out full potential of the employees to excel at work and increases organizational efficiency.

### **1338 Influence of Social Media Marketing on Brand Choice Behaviour among Youth in India**

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With the growing importance of internet in day to day urban life, social media has gained rapid acceptance in the minds of youth. Most of the companies ensure to have their presence felt on social media websites to attract large number of potential customers. The basic objective of paper is to understand the usage pattern of social media among youth in the city of Mumbai. It also aims at assessing the influence of social media on the consumer buying behaviour. Thus the research justifies the corporate spending enormous funds behind advertising of their brands on social media websites.

### **1342 Data Mining and Soft Computing: Basis for Technology based Management**

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Now a day's datamining has become extremely important because it enables knowledge extraction from abundant data availability. On the same platform soft computing is a set of methodologies which work synergistically and provides in one form or another flexible information processing capabilities extending the sachet of problems that data mining can solve efficiently. Fuzzy logic, genetic algorithm, neuro computing etc. are all ways of soft computing and gaining popularity for their remarkable ability of handling real life data in an environment of vagueness, and contained knowledge.

### **1344 Employee Commitment with special reference to NLC, Neyveli, Tamilnadu, India**

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No organization in today's competitive world can perform at peak levels unless each employee is committed to the organisation's objectives and works as an effective team member. It is no longer good enough to have employees who come to work faithfully everyday and do their jobs independently. Employees now have to think like entrepreneurs while working in teams, and have to prove their worth. Henceforth the researcher has chosen the area entitled "employee commitment" The prime objective of this paper is to find out the factors influencing the employee commitment in NLC Ltd., Tamilnadu India.

### **1345 Talent: A Critical Driver of Corporate Performance and Competitive Advantage**

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Recruitment alone is no longer sufficient. There is no alternative but to develop and grow talent within the organisation. The ability to attract, develop and retain talent determines the strategic capability of organisations. We are now in the era where there is a war for procurement of talent. It has been realized that, "Talent drives performance". There is high competition for skilled workers and difficulty to manage and retain them effectively. This paper aims to study challenges in Talent management, and also to suggest some solutions to deal with the crucial problem of managing the right talent.

### **1348 CSR, Biodiversity and Wildlife Security: An Indian Perspective**

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In recent periods interface between man and animals has reached horrendous proportions with numerous wild and non-wild creatures loosing lives everyday in man-animal conflicts. Endless encroachments into wildlife forest reserves and unabated development is putting wildlife in severe distress adversely affecting wildlife security and causing biodiversity loss. The paper, apart from making review of state of biodiversity and wildlife security in India including available legal safeguards, highlights the role of corporate entities as part of their corporate social responsibility (CSR) initiatives in minimizing biodiversity loss; pursuing forest and water conservation, which help achieve wildlife security.

**1355 Technology Management in Banks-Risk on Alternate Channels**

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Nowadays technology is growing fast and always adds new dimensions to our daily lives. In this way, Banks allow users to manage financial affairs such as checking account balances and transferring money between accounts as fast and easy as it can be, using so many alternate channels like Internet Banking, Plastic currency (Debit/Credit Cards), Mobile/Phone banking & CAM/ATM. This study is done across the globe and the respondents were the senior executives who are part of the decision making team in IT Departments of various banks at different countries, as well as the users of this new way of banking.

## Poster Presentation

### 122 The Effects of Internal Marketing on Knowledge Management and Learning

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Considering the undeniable importance of knowledge management and learning, organizations should strive to utilize leverages to facilitate these processes. This paper describes the effects of adoption of internal marketing policies on knowledge management and learning in the organization. This Article is overview study that has been wrote utilizing review related books and articles. This paper shows that internal marketing can support knowledge management and learning activities. Applying internal marketing strategies such as: internal communications, human resources strategies, cooperation among individuals and various units of organization can improve Employees learning behaviors, knowledge renewal and knowledge management processes in the organization.

## Digital Presentation

### 1111 Job Stress of Call Centre Employees

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The dynamics of technology and innovation has developed talented workforce with novel ideas encompassing the inventive awareness. Today employees work in technology driven environment in which mostly the main business is run by the computer technology. Most widespread paradigm of technology is the Call Centre Industry. It is found that customer service departments are most stressful areas to work. Poor ergonomics, irregular sleeping / working hours, high call volume and low job security are the main stressors found among call centre employees. This paper attempts to highlight Job Stress of call centre employees.