Strategic Alliance Between AGBA and NIDA

Presents

Book of Abstracts

Conference Theme
"Business and Entrepreneurship Development in a Globalized and Digitalized Era”

Academy for Global Business Advancement’s 15th World Congress Held at the AACSB Accredited National Institute of Development Administration Bangkok Thailand

On

July 2 --- 4, 2018
Book of Abstracts
Edited by

Christopher J. Marquette
Visiting Professor of Finance
Department of Finance
Tabor School of Business
Millikin University
Decatur, Illinois,
USA

Gary L. Frankwick
Director of International Engagement,
Professor of International Business, and
Marcus Hunt Chair of International Business
College of Business
University of Texas at El Paso
El Paso, Texas,
USA

Viput Ongsakul
Dean
NIDA Business School (AACSB Accredited)
National Institute of Development Administration
Bangkok
Thailand

Zafar U. Ahmed
Founder, President and CEO
Academy for Global Business Advancement (AGBA)
Blacksburg, Virginia,
USA
AGBA Brief:

Academy for Global Business Advancement (AGBA) is a global association of professionals in the fields of business administration, commerce, economics, entrepreneurship, information technology, tourism, and hospitality management.

AGBA is an independent, non-aligned and not-for-profit, charitable NGO registered in the state of Texas (USA) with a worldwide network of over 1000 members based across more than 50 countries that include scholars from reputed academic institutions, corporate leaders, governmental officials, policy makers, entrepreneurs and consultants hailing from both western and emerging countries.

AGBA, as a global organization, aims to help academics and scholars at business schools across emerging countries to connect with the western (developed) world for mutual benefit. Such collaboration would accelerate the process of globalization by furnishing ample opportunities to scholars in emerging countries to get recognition, disseminate new knowledge and assert themselves on the global stage.

AGBA's Vision

To be globally recognized as a leading "not-for-profit charitable NGO" dedicated to serve the academic, professional, government, corporate and entrepreneurial sectors worldwide.
AGBA's Mission

Building on the dynamics of the ongoing globalization process, AGBA is committed to provide a global platform aimed at assisting academics, scholars, professionals, officials, entrepreneurs and consultants of emerging countries to assert themselves on the global stage for recognition, networking and dissemination of knowledge.

AGBA's Core Business:

- Nurture globally competitive talents; expertise and skills in academics across the emerging countries;

- Arrange apprenticeships for academics, scholars, professionals, officials, entrepreneurs and consultants on the global stage;

- Provide advisory services to upcoming business schools across the emerging countries for accreditation by the US based Association to Advance Collegiate Schools of Business (AACSB);

- Provide advisory services to peers worldwide to obtain “Fulbright Grants” from the US government successfully;

- Offer customized training and professional development programs globally;

- Act as a platform for the advancement of “Global Entrepreneurship”. And

- Act as a platform for the publications of scholarship in globally respected and world-class journals.
PREFACE

This “Book of Abstracts” contains abstracts of all papers that have been accepted, after anonymous review and their subsequent revisions by author(s), for presentation at the 15th Annual World Congress of the Academy for Global Business Advancement (AGBA) that is being hosted by the AACSB accredited National Institute of Development Administration (NIDA), Bangkok, Thailand on July 2---4, 2018.

AGBA would like to express its appreciation and gratitude to Prof. Dr. Pradit Wanarat, President, AACSB accredited, National Institute of Development Administration (NIDA), Bangkok, Thailand for his dynamic leadership, appreciable patronage and admirable support in organizing this fabulous global conference.

AGBA also wishes to extend its heartfelt thanks to Conference Organizing Committee chaired by Mr. Wayne (John) Shabita for organizing a fabulous conference.

We place on record our sincere thanks to all delegates and authors for their participation and support, and look forward to having them with us next year at AGBA’s 16th Annual World Congress.

Thank you very much.

Sincerely,

Christopher J. Marquette
Gary L. Frankwick
Viput Ongsakul
Zafar U. Ahmed
# AGBA Officials and Notables for its 15th Annual World Congress

<table>
<thead>
<tr>
<th>Conference Chair</th>
<th>Conference Co-Chair</th>
<th>Conference Co-Chair</th>
<th>Conference Patron</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gary L. Frankwick</td>
<td>Viput Ongsakul (Dean NIDA Business School, AACSB Accredited)</td>
<td>Sonjaya Gaur (Chair Department of Marketing Sunway University Kuala Lumpur Malaysia)</td>
<td>Pradit Wanarat (President National Institute of Development Administration Thailand)</td>
</tr>
<tr>
<td>Marcus Hunt Chair of International Business University of Texas at El Paso El Paso, Texas, USA</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Keynote Speaker # 1</th>
<th>Keynote Speaker # 2</th>
<th>Keynote Speaker # 3</th>
<th>Keynote Speaker # 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Norman Wright</td>
<td>Najiba Benabess</td>
<td>Cihan Cobanoglu</td>
<td>Xiaohong He</td>
</tr>
<tr>
<td>Dean Woodbury School of Business Utah Valley University Orem, Utah, USA</td>
<td>Dean McKibbon Endowed Chair Tabor School of Business Millikin University Decatur, Illinois USA</td>
<td>Chair Department of Marketing University of North Texas Denton, Texas, USA</td>
<td>Professor of International Business School of Business Quinnipiac University Hamden, Connecticut USA</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Distinguished Speaker # 1</th>
<th>Distinguished Speaker # 2</th>
<th>Distinguished Speaker # 3</th>
<th>Distinguished Speaker # 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paul Sergius Koku</td>
<td>Cihan Cobanoglu</td>
<td>Joseph Mark Munoz</td>
<td>Sahil Raj</td>
</tr>
<tr>
<td>Professor of Marketing Florida Atlantic University Boca Raton, Florida USA</td>
<td>Chair Department of Management University of Texas at Arlington Arlington, Texas USA</td>
<td>Professor of International Management Tabor School of Business Millikin University Decatur, Illinois USA</td>
<td>School of Management Punjabi University Patiala, State of Punjab, India</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Distinguished Speaker # 5</th>
<th>Distinguished Speaker # 6</th>
<th>Distinguished Speaker # 7</th>
<th>Distinguished Speaker # 8</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zainal Abidin Mohamed</td>
<td>Eugene Seeley</td>
<td>Khurram Jahangir Sharif</td>
<td>Ali Mohammad Shah</td>
</tr>
<tr>
<td>Associate Dean Graduate School of Muamalat Islamic Science University Malaysia</td>
<td>Associate Professor of International Business Utah Valley University Orem, Utah USA</td>
<td>Department of Marketing College of Business Administration Qatar University Qatar</td>
<td>Former Vice Chancellor/President University of Kashmir Srinagar State of Jammu and Kashmir India</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AGBA Patron # 1</th>
<th>AGBA Patron # 2</th>
<th>AGBA Patron # 3</th>
<th>AGBA Patron # 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daing Nasir Ibrahim</td>
<td>Munim Kumar Barai</td>
<td>Muhammad Mukhtar</td>
<td>Ali Mohammad Shah</td>
</tr>
</tbody>
</table>
| Vice Chancellor/President University of Malaysia at Pahang Kuantan, State of Pahang Malaysia | Professor of Finance International College of Management Ritsumeikan Asia Pacific University Beppu, Oita Japan | Former Vice Chancellor/President Islamia University of Bahawalpur Bahawalpur, State of Punjab Pakistan | }

---

vi
<table>
<thead>
<tr>
<th>Abstract Title</th>
<th>Page #</th>
</tr>
</thead>
<tbody>
<tr>
<td>Structural Exclusiveness and Poverty: An e-Entrepreneurship Based Approach to Rural Development</td>
<td>22</td>
</tr>
<tr>
<td>Strategic Innovation and Marketing Strategy in the Emerging Markets</td>
<td>23</td>
</tr>
<tr>
<td>Conceptualization of Customer Loyalty: Development and Dissolution</td>
<td>24</td>
</tr>
<tr>
<td>Loyal Versus Switchers Among Mobile Phone Subscribers: A New Classification</td>
<td>25</td>
</tr>
<tr>
<td>Managing Innovative Communication Tools in the Hospitality Industry</td>
<td>26</td>
</tr>
<tr>
<td>The Relationship Between Family Ownership and Corporate Social Responsibility in Saudi Arabian Companies</td>
<td>27</td>
</tr>
<tr>
<td>Impact of After Sale Service on Customer Satisfaction in Telecommunication Industry: Study in the Southern Province Sri Lanka</td>
<td>28</td>
</tr>
<tr>
<td>Determinants of Store Image and the Choice of Convenience Store: A Vietnamese Perspective</td>
<td>29</td>
</tr>
<tr>
<td>Effectiveness of Human Resource Development Interventions for Organizational Performance: A Sri Lankan Perspective in the Construction Industry</td>
<td>30</td>
</tr>
<tr>
<td>Supply Chain Management in a Globalized and Digitalized Era: How Do You Minimize Disruption?</td>
<td>31</td>
</tr>
<tr>
<td>Value Relevance of Integrated Reporting: Evidence from Listed Companies in Sri Lanka</td>
<td>32</td>
</tr>
<tr>
<td>Comparative Evaluation of the Expected versus Perceived Level of Service Quality of International Passengers: A Case of International Airport</td>
<td>33</td>
</tr>
<tr>
<td>Exploring Factors Influencing Young Adult Muslim Willingness to Boycott</td>
<td>34</td>
</tr>
<tr>
<td>Strong but Vulnerable: Psychological Panorama of Sustainable Women Entrepreneurs</td>
<td>35</td>
</tr>
<tr>
<td>Linking Customer Loyalty With Employee Satisfaction And Employee Loyalty: A Moderated Mediation Model</td>
<td>36</td>
</tr>
<tr>
<td>Stock Market Participation in Bursa Malaysia and Financial Literacy Among the Indigenous Malay Race</td>
<td>37</td>
</tr>
<tr>
<td>Learning Entrepreneurship Skills During Business Plan Competition Module: Lessons From Haaga-Helia Porvoo Campus</td>
<td>38</td>
</tr>
<tr>
<td>Directors’ Remuneration: A Matter of Transparency</td>
<td>39</td>
</tr>
<tr>
<td>Attitude Toward E-Tourism Usage Model (E-Tum): Gender Perspective</td>
<td>40</td>
</tr>
<tr>
<td>Title</td>
<td>Page</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>The Model of Customer Delight in the Cosmetics Industry</td>
<td>41</td>
</tr>
<tr>
<td>The Comparison of Digital Government Financial Reporting in ASEAN</td>
<td>42</td>
</tr>
<tr>
<td>Countries</td>
<td></td>
</tr>
<tr>
<td>The Importance of Professional Skepticism as a Mediating Factor of</td>
<td>43</td>
</tr>
<tr>
<td>The Influence of Audit Experience on Auditor’s Ability to Detect</td>
<td></td>
</tr>
<tr>
<td>Fraud</td>
<td></td>
</tr>
<tr>
<td>Entrepreneurship Education, Personal Attitude, and Demographic</td>
<td>44</td>
</tr>
<tr>
<td>Variables as Determinant of Entrepreneurial Intention: A Study in</td>
<td></td>
</tr>
<tr>
<td>Indonesia Higher Education Context</td>
<td></td>
</tr>
<tr>
<td>Why Do The Good Citizens Need A Justice: The Mediating Role of Job</td>
<td>45</td>
</tr>
<tr>
<td>Satisfaction and Organizational Commitment</td>
<td></td>
</tr>
<tr>
<td>The Utilization of Government Financial Statements by Executives:</td>
<td>46</td>
</tr>
<tr>
<td>The Case of Local Authorities in Indonesia</td>
<td></td>
</tr>
<tr>
<td>ISO Certification, Type of Industry, Profitability, Firm Size and</td>
<td>47</td>
</tr>
<tr>
<td>Carbon Emission Disclosure: Empirical Evidence Form Nordic Countries</td>
<td></td>
</tr>
<tr>
<td>Bad Debt Settlement Strategy at Regional Micro Credit Service Agency</td>
<td>48</td>
</tr>
<tr>
<td>(BLUD) &quot;HARUM&quot; in Kendari City</td>
<td></td>
</tr>
<tr>
<td>The Influence of Person-Organization Fit and Quality of Work Life</td>
<td>49</td>
</tr>
<tr>
<td>Towards Employee Performance</td>
<td></td>
</tr>
<tr>
<td>The Effect of Corporate Governance and Asset Size Towards</td>
<td>50</td>
</tr>
<tr>
<td>Usefulness of Accounting Information and Earnings Response Coefficient</td>
<td></td>
</tr>
<tr>
<td>An Analysis of the Impacts of International Trade, Foreign Direct</td>
<td>51</td>
</tr>
<tr>
<td>Investment (FDI), Energy Consumption, and Gross Domestic Product</td>
<td></td>
</tr>
<tr>
<td>(GDP) on carbon dioxide emissions in Thailand</td>
<td></td>
</tr>
<tr>
<td>Social Capital Roles in Maintaining Investment Sustainability in</td>
<td>52</td>
</tr>
<tr>
<td>Lumajang Regency</td>
<td></td>
</tr>
<tr>
<td>Determinant Variable Toward Level of Donor Trust and Amount Of Infaq</td>
<td>53</td>
</tr>
<tr>
<td>Payment: Empirical Study at Foundation Of Social Fund in Jember-</td>
<td></td>
</tr>
<tr>
<td>Indonesia</td>
<td></td>
</tr>
<tr>
<td>Agropolitan Development Strategic of Local Resources Base to Enhance</td>
<td>54</td>
</tr>
<tr>
<td>the Leading Commodities: Study at South Central Timor Region East</td>
<td></td>
</tr>
<tr>
<td>Nusa Tenggara Province of Indonesia</td>
<td></td>
</tr>
<tr>
<td>Household Income and School Transitions: Does Gender Matter? Evidence</td>
<td>55</td>
</tr>
<tr>
<td>from Indonesia</td>
<td></td>
</tr>
<tr>
<td>Measuring Nation Branding as Perceived by SMEs</td>
<td>56</td>
</tr>
<tr>
<td>The Model of Brand Image in the Digital Media Industry</td>
<td>57</td>
</tr>
<tr>
<td>The Model of Business Strategy in The Indonesian Residential Real</td>
<td>58</td>
</tr>
<tr>
<td>Estate Industry</td>
<td></td>
</tr>
</tbody>
</table>
Flexible Asset Management Model Empirical Study of Manufacturing Companies Listed in Indonesian Capital Market .................................................. 59
Growth, Redistribution Income, and Poverty.......................................................... 60
Adoption of SMEs online shopper with Unified Theory of Acceptance and Uses Technology 2 (UTAUT 2) Approach Model........................................... 61
The Prediction of Return on Investment Performance With Earnings Surprise Momentum Strategy ........................................................................... 62
Dynamic Estimation Model of Normal Cash Holdings in Non-Financial Public Companies in Indonesia ............................................................................. 63
Demographic Factors, Financial Literacy and Tolerance Levels of Financial Risk: A Study of Potential Investors in Indonesia ........................................... 64
Antecedent and Consequence of Islamic Destination Tourism Image .................. 65
Customer Relationship Management In Building Islamic Zakat Payer Loyalty Toward Indonesian Zakat Institution ....................................................... 66
Kampong Cooperatives Development and Sustainability - A Concept from Mizan Principles ......................................................................................... 67
The Interrelationship Between Value Congruity, Consumer Brand Identification, Customer Engagement, Affective Commitment and Brand Loyalty in Building Relationships Towards Indian Hospitality Brands ................................................................................... 68
Can Firms Commit Themselves to a Program of Sustainable Social Responsible Behavior? Evidence From India ................................................................. 69
Dynamic Capabilities Antecedents and Consequences in the Context of SME Sector in India........................................................................................................... 70
Modeling the Transactional Profile of Managers in Indian Service Sector — An ISM Approach ............................................................................................... 70
High Performance Work System (HPWS) and employee Performance: Evidence from the Multinational Subsidiaries in Bangladesh .................................. 72
Training Of Prison Inmates Before Release; The Low Recidivism Rate In Malaysia.................................................................................................................. 73
Impact of Financial Leverage on Firms’ Performance: Evidence from Sri Lankan Listed Companies ......................................................................................... 74
Customer Attitudes Towards Mobile Advertising .................................................. 75
Work-Life Balance: It’s Measurement and Constructs Validation in the Indian Context ........................................................................................................... 76
HRD Interventions, Employee Creativity and Organizational Innovation: An Empirical Study .............................................................................................. 77
<table>
<thead>
<tr>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Linking Perceived Supervisor Support and Person Job Fit to Perceived</td>
<td>78</td>
</tr>
<tr>
<td>Contribution Company Value Through Job Satisfaction</td>
<td></td>
</tr>
<tr>
<td>The Influence of Mentoring Behavior and Experiences from Abroad on Job</td>
<td>79</td>
</tr>
<tr>
<td>Performance</td>
<td></td>
</tr>
<tr>
<td>A Model for International Learning</td>
<td>80</td>
</tr>
<tr>
<td>The Impact of Charismatic Leadership on Cross-Border Apologies</td>
<td>81</td>
</tr>
<tr>
<td>Antecedents and Consequences of Internal Branding: A Proposed Model</td>
<td>82</td>
</tr>
<tr>
<td>Pharma Co-patenting Impact on Innovation</td>
<td>83</td>
</tr>
<tr>
<td>Emerging Themes in Joint Venture and Acquisition Research in Africa</td>
<td>84</td>
</tr>
<tr>
<td>Imposing Cooperation: The Impact of Institutions on the Efficiency of</td>
<td>85</td>
</tr>
<tr>
<td>Cooperatives in Emerging Markets</td>
<td></td>
</tr>
<tr>
<td>Assessing the Entrepreneurial Intention in a Rich Country</td>
<td>86</td>
</tr>
<tr>
<td>Growth Strategies and Organizational Performance of Service Companies in</td>
<td>87</td>
</tr>
<tr>
<td>Malaysia: The Mediating Role of Knowledge Sharing</td>
<td></td>
</tr>
<tr>
<td>Technology Transfer and Success Factors of SMEs Food Industry in</td>
<td>88</td>
</tr>
<tr>
<td>Thailand: An Exploratory Study</td>
<td></td>
</tr>
<tr>
<td>The Impact of Human Capital on Access to Financial Services for SMEs:</td>
<td>89</td>
</tr>
<tr>
<td>Does Gender matter? A Comparative study of Botswana and Tanzania</td>
<td></td>
</tr>
<tr>
<td>The Effect Of Tax Ratio And Good Government Governance On Economic</td>
<td>90</td>
</tr>
<tr>
<td>Growth In Asean Countries</td>
<td></td>
</tr>
<tr>
<td>What Increases Customer Satisfaction in The Restaurant Industry?</td>
<td>91</td>
</tr>
<tr>
<td>A Study of Purchase Intention of International Fast-Fashion Brands of</td>
<td>92</td>
</tr>
<tr>
<td>Malaysian Gen Y Consumers</td>
<td></td>
</tr>
<tr>
<td>Government Initiatives in Attracting FDI – A Study on Least Developed</td>
<td>93</td>
</tr>
<tr>
<td>Countries</td>
<td></td>
</tr>
<tr>
<td>CRM and Firm Performance in Hotel Industry: Managers Perspective in an</td>
<td>94</td>
</tr>
<tr>
<td>Emerging Market</td>
<td></td>
</tr>
<tr>
<td>Managing Innovative Communication Tools in Hotel Tourism</td>
<td>95</td>
</tr>
<tr>
<td>Vertical Trade Integration on Indonesian Electrical and Electronics</td>
<td>96</td>
</tr>
<tr>
<td>Industries</td>
<td></td>
</tr>
<tr>
<td>The Impact of Peer Based Strategies and Organizational Legitimacy on</td>
<td>97</td>
</tr>
<tr>
<td>Women’s Promotion: Policing as a Public Sector Case</td>
<td></td>
</tr>
<tr>
<td>The Role of Stakeholder Management in Public Sector Infrastructure</td>
<td>98</td>
</tr>
<tr>
<td>Projects of Pakistan</td>
<td></td>
</tr>
<tr>
<td>Strategic Flexibility and Innovation of an Organization Using Electric</td>
<td>99</td>
</tr>
<tr>
<td>Circuit Framework - SAP-LAP Analysis</td>
<td></td>
</tr>
<tr>
<td>Title</td>
<td>Page</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>Impact of Business Process Reengineering on Telecom Companies: A Case Study</td>
<td>122</td>
</tr>
<tr>
<td>Entrepreneurship Education in the Digital Era</td>
<td>123</td>
</tr>
<tr>
<td>A Structural Equation Modeling of Variables Influencing the Customer Loyalty of Automobile Insurance in Thailand</td>
<td>124</td>
</tr>
<tr>
<td>Impact of High-Performance Work Systems on Organizational Citizenship Behavior: A Moderated Mediation Model</td>
<td>125</td>
</tr>
<tr>
<td>Ethics and Quality Assurance in Traditional Medicine</td>
<td>126</td>
</tr>
<tr>
<td>Interaction Post International Joint Venture Termination: An Exploratory Study</td>
<td>127</td>
</tr>
<tr>
<td>Institutional Enablers of National Innovation System: A Total Interpretive Structure Modelling Approach</td>
<td>128</td>
</tr>
<tr>
<td>Adoption of Solar Energy: A Study on Enablers and Inhibitors</td>
<td>129</td>
</tr>
<tr>
<td>Fiscal Decentralization and Community Welfare in the Regional Areas of Indonesia</td>
<td>130</td>
</tr>
<tr>
<td>A Study of Impulse Buying Behavior through Visual Merchandising</td>
<td>131</td>
</tr>
<tr>
<td>Using the Involvement Construct to Understand the Impact of Movies and TV Shows on the Activities and Behaviors of Saudi Tourists</td>
<td>132</td>
</tr>
<tr>
<td>Creative Management Education: Using Realty TV as a Medium for Classroom Case Studies</td>
<td>134</td>
</tr>
<tr>
<td>How do Relational Variables Affect Export Performance? Evidence from Malaysian Exporters</td>
<td>135</td>
</tr>
<tr>
<td>Wisdom of the Crowd Dictates Consumption of Shared Services</td>
<td>136</td>
</tr>
<tr>
<td>Conceptualizing and Strengthening Corporate Entrepreneurship as Practice: A Multi-tier Framework</td>
<td>137</td>
</tr>
<tr>
<td>Dynamics of Protein Supplement Industry</td>
<td>138</td>
</tr>
<tr>
<td>Innovations for Low Income Markets: A Proposed Model of Disruptive Innovation</td>
<td>140</td>
</tr>
<tr>
<td>Anticipatory Psychological Contract and its Impact on Candidate’s Intention to Join</td>
<td>141</td>
</tr>
<tr>
<td>Performance and Significance of Infrastructure Mutual Funds in India</td>
<td>142</td>
</tr>
<tr>
<td>AI Based Traffic Management at Urban Intersections</td>
<td>143</td>
</tr>
<tr>
<td>Trust and Cyber Security Issues in the Adoption of Online Banking Across United Arab Emirates</td>
<td>144</td>
</tr>
<tr>
<td>Strategic Thinking of CEOs On Framing a Strategy: A System Dynamics Approach in Indian Automobile Market</td>
<td>145</td>
</tr>
<tr>
<td>Title</td>
<td>Page</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>Developing Lean Systems in Electronic Automotive Parts Manufacturing</td>
<td>147</td>
</tr>
<tr>
<td>Industry: A System Dynamics Approach</td>
<td></td>
</tr>
<tr>
<td>Paradigm Change towards Deglobalisation: A Case Study of United States</td>
<td>148</td>
</tr>
<tr>
<td>Based on SAP-LAP Framework</td>
<td></td>
</tr>
<tr>
<td>Prioritization of Multi-Dimensional Risk For Digital Services Using</td>
<td>149</td>
</tr>
<tr>
<td>Generalized Analytic Network Process (GANP)</td>
<td></td>
</tr>
<tr>
<td>Effect of Dividend Policy on Shareholder Value: A Study of Investment</td>
<td>150</td>
</tr>
<tr>
<td>Companies Listed on the Nairobi Securities Exchange</td>
<td></td>
</tr>
<tr>
<td>Environmental Context, User Perception and Adoption of Cloud Computing</td>
<td>151</td>
</tr>
<tr>
<td>Among Small and Medium Enterprises in Nairobi County, Kenya</td>
<td></td>
</tr>
<tr>
<td>Aquaculture Opportunities and Incentives In Kenya’s Fish Value Chains</td>
<td>152</td>
</tr>
<tr>
<td>The Context of Entrepreneurship</td>
<td></td>
</tr>
<tr>
<td>Mediating Effect of Customer Awareness on the Relationship between</td>
<td>153</td>
</tr>
<tr>
<td>Eco-Labeling and Competitive Advantage among SMEs in Kenya</td>
<td></td>
</tr>
<tr>
<td>Catalyzing Entrepreneurial Intentions among University Students through</td>
<td>154</td>
</tr>
<tr>
<td>Experiential Learning. A Study of STEP Programme at Mount Kenya</td>
<td></td>
</tr>
<tr>
<td>University</td>
<td></td>
</tr>
<tr>
<td>The effect of sales force demographics and personality traits on sales</td>
<td>155</td>
</tr>
<tr>
<td>performance</td>
<td></td>
</tr>
<tr>
<td>Consumer Knowledge and the Prevention of Diabetes: Conceptual and</td>
<td>156</td>
</tr>
<tr>
<td>Research Framework</td>
<td></td>
</tr>
<tr>
<td>Sharing Economy: --- Research Agenda</td>
<td>157</td>
</tr>
<tr>
<td>Satisfaction of Health-Care Professionals Towards Performance Appraisal</td>
<td>158</td>
</tr>
<tr>
<td>System in the State of Jammu &amp; Kashmir</td>
<td></td>
</tr>
<tr>
<td>Service Innovation: Towards a Sustainable Competitive Advantage in the</td>
<td>159</td>
</tr>
<tr>
<td>Higher Education Sector</td>
<td></td>
</tr>
<tr>
<td>Antecedents of Customer Satisfaction, Loyalty, Trust and Retention:</td>
<td>160</td>
</tr>
<tr>
<td>An Understanding of Physical Retailing</td>
<td></td>
</tr>
<tr>
<td>Bottom of Pyramid Calls for Effective Governance</td>
<td>161</td>
</tr>
<tr>
<td>Prioritizing Determinants of Organizational Performance in Hotel Industry: An Empirical Investigation for Bangladesh</td>
<td>162</td>
</tr>
<tr>
<td>Influence of Sustainability Practices on Business Performance - A Case Study with Indian MSME</td>
<td>164</td>
</tr>
<tr>
<td>Changing The Experience Of Flying: Vistara – The New Kid On The Block, A Case Study</td>
<td>166</td>
</tr>
<tr>
<td>Strategic Innovations Factors in Startups: A Cross-Case Analysis of Indian Startups</td>
<td>167</td>
</tr>
</tbody>
</table>
Strategizing in Digital World: Case Studies Of Retail And Gaming Industry.....169
Predicting Entrepreneurial Satisfaction: Women Digital Entrepreneurs’
Perspective ...........................................................................................................170
Expansion and Acceptance of E-commerce in Technologically Proliferating
Nations: Evidence from India..............................................................................172
Evidences of Customer Loyalty and its Salient Correlates from the Arab
World......................................................................................................................174
Usage Intention In E-Banking Service: A Technology Acceptance Model........175
Utilization of Financial and Performance Report in The Budget Allocation
Decision of Indonesia’s Local Government ........................................................176
Budgetary Control as Practice at a University- Shifting Between Enabling
and Coercive Controls: A Field Study ..............................................................177
Beware! Your Consumption Misbehavior is Adversely Stereotyping Your
Ethnicity................................................................................................................178
Antecedence of Materialism..............................................................................179
Understanding Muslim Consumers: An Islamic Marketing Perspective ........180
Purchase Intention Umrah Travel in Indonesia Through E-Commerce .........181
Emotions And Values in Interaction With Women Salesperson Selling
Intimate Apparels..................................................................................................182
Dynamics of Estimation of Liquidity Created by Banks Across India ..........183
Designing Hybrid Flexible Systems for Generation X: The Millennials
(Developing ARC Framework for 2S: Scaling and Sustenance)......................185
Challenges and Innovation - Unique Proposition: Hyatt Hotels Corporation....186
Creating World Class Universities: Framework for Roles and Competencies
for Academic Leaders in India ............................................................................187
Examining the Role of Motivation on Employee Performance: A Case of
Public Sector in Ghana.........................................................................................188
Envisioning, Explicating and Relating Augmented Reality in Retailing ....189
Customer Loyalty in the Context of Commodity Products .........................190
Millennial Generation Customers’ Perception Toward the Eco-friendly
Products In Indonesia...........................................................................................191
Organizational Change, Positive Emotions and Emotional Contagion: Role of
Change Agent .......................................................................................................192
Inter-surface Organizational Problems and Technology Management ..........193
Differences in Employee Perceptions on Downward and Upward
Communications ................................................................................................194
Influence of Neurodiversity with Special Reference To Autism In Enhancing Capacity Building Towards Entrepreneurial Orientation
Employee Creativity: A Mechanism for Closing Research Lacunias in the High Work Performance System Firm Non-Financial Performance Nexus
Investigating Libyan Teachers’ Attitudes Towards Instagram Application and English Vocabulary Teaching
Taxpayers and Tax Administration Resources for Effective Tax Revenue Generation
Going Home and Helping Out? Returnees as Propagators of CSR in an Emerging Economy
Pedagogical Implications of Text Message Related Errors on Essay Writing Of Secondary School Students
The Influence of Organizational Climate on HR Practices, Leadership Styles and Health Workers Retention
An Empirical Investigation Of The Challenges Of Mobile Telecommunications And Electricity Consumption In Nigeria And Its Effects On Socio-Economic Development
Understanding Mobile Commerce Intention Among Nigerians: Hybriding TPB, UTAUT and the role of Perceived Security and Awareness
Policy Issues in Education Reforms in Thailand: An Analysis through ACF Model
An Exploration of the Factors Influencing the Quality of Library Services Across Sri Lanka: A Marketing Perspective
Students’ Attitudes towards Use of Cloud Computing in Lately Established State Universities in Sri Lanka
Attitude Towards Email Advertising Among the Students in Rajarata University of Sri Lanka
Entrepreneurial Spirit among Management Undergraduates in Public Universities of Sri Lanka
Business Models in Social Entrepreneurship: A Systematic Review
Determinants of Global Five Star Hotels Brands: A Sri Lankan Perspective
Blending of Strategic Management with ICT Curriculum and its Impact on the Performance of University Graduates
<table>
<thead>
<tr>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Moderating Role of Alliance Formation Intention on The Relationship Between Strategic Orientations, and Degree of Internationalization A Conceptual Framework For SMEs in UAE</td>
<td>213</td>
</tr>
<tr>
<td>Exploring the Link Between Collective Organizational Engagement, Learning Orientation Strategic Implementation, and Organization Performance: A Conceptual Framework for Oil and Gas Sector of Qatar</td>
<td>214</td>
</tr>
<tr>
<td>Innovative Agent Based Solution for Systems Integration Management in Organizational Information Systems: Hybrid Approach of Survey and Prototype</td>
<td>215</td>
</tr>
<tr>
<td>Foreign Direct Investment and Potential for Economic Growth: Prerequisites for Sri Lanka to Be Attractive</td>
<td>216</td>
</tr>
<tr>
<td>Management Of Governance For Global Happiness: With Reference To Pâli Canon Of Teaching Of The Buddha</td>
<td>217</td>
</tr>
<tr>
<td>Ambiguity and Similarity as Antecedents to Anticipated Dissonance</td>
<td>219</td>
</tr>
<tr>
<td>Impact of Economic and Financial Factors on Tax Revenue: Panel Data Evidence from the Selected Gulf States</td>
<td>220</td>
</tr>
<tr>
<td>A Case Study on Barbeque Nation: A Breakthrough in Indian Dining Experience</td>
<td>221</td>
</tr>
<tr>
<td>The Role of Brand Equity and Gender on Repurchase Intention</td>
<td>222</td>
</tr>
<tr>
<td>Rethinking Money Stability: Shifting Value and Transformation of Money</td>
<td>223</td>
</tr>
<tr>
<td>Maritime Economy Model for Tourism Special Economic Zone (SEZ) Cape Kellyang to Promote Performance of Tourism-based Micro and Small Enterprises on Belitung Island</td>
<td>224</td>
</tr>
<tr>
<td>A Study on Demographics Influencing Network Marketing</td>
<td>225</td>
</tr>
<tr>
<td>Event Supply Chain Management Performance Measurement Using SCOR Model An Empirical Study Of National Otomotive Exhibition In Indonesia</td>
<td>226</td>
</tr>
<tr>
<td>Social Entrepreneurship in India: An Emerging Business Model to Serve Society</td>
<td>227</td>
</tr>
<tr>
<td>Structural Equation Modeling: An Emerging Tool in Social Sciences</td>
<td>228</td>
</tr>
<tr>
<td>The Effect of Celebrity Endorsement On Customers’ Attitudes, Emotional Value and FV Purchase Intention Toward A Footwear Brand: (The Successful Business Case Of Son Tung MTP Endorsing Biti’s in Vietnam)</td>
<td>229</td>
</tr>
<tr>
<td>Telemedicine: Indian Perspective</td>
<td>230</td>
</tr>
<tr>
<td>Workplace Deviance in the Indian Organizational Context</td>
<td>231</td>
</tr>
</tbody>
</table>
Three Staged Framework for IPO Underpricing: Evidence from India...........232
Dynamics of Capital Structure: An Evidence from Indian Manufacturing
Firms..................................................................................................................233
Revolutionizing Parking solutions: A Unique Business Model.........................234
Perceived Ethicality of Political Behaviors In Organizations: A Constructivist
Grounded Theory Study.......................................................................................235
Green Postal Service Design: Integrating Quality Function Deployment from
Customer Perspectives......................................................................................236
Entrepreneurial University for Enhancing Community Ecosystem: Model for
Sustainable Competitiveness in Emerging Markets..............................................237
Changing Regulatory Regime: An Impetus for Innovation for Indian
Pharmaceutical Industry........................................................................................239
Modeling Value Drivers for Successful Blockchain Adoption............................240
An Empirical Study on Spiritual Intelligence and Organizational Citizenship
Behavior...............................................................................................................241
Business and Entrepreneurship Development in a Globalized and
Digitalized Era.......................................................................................................243
Motivations Guiding Nascent Indian Entrepreneurs: A Qualitative Study ........244
A Theoretical Framework that Impacts Enterprise Risk Management and
Firm Financial Performance for Energy Efficiency Services................................245
Entrepreneurial Orientation and Innovation type: Competitive Advantage of
Furniture Industry................................................................................................246
Core Competencies for Organizational Performance in the Hotel Industry in
Thailand................................................................................................................247
The Critical Success Factors on the Environmental Performance in Firms of
Thailand.................................................................................................................248
Digital Innovation: Challenges And Benefits For Legal Services Firms In
Australia ...............................................................................................................249
Praxial Interlanguage Education (PIE): Developing Corporate Social
Responsibility in International Higher Education.............................................250
Drivers of Sustainable Supply Chain Management in Thai Hotel Industry ..........251
Determinants of Total Quality Manufacturing Work Culture in the Garment
Industry; A Sri Lankan Case Study.................................................................252
Business Performance Model of Logistics Industry in Thailand.......................253
Brand Loyalty Creation Model of Quick Service Restaurant in Thailand...........254
Business Loyalty Leasing Model in Thailand....................................................255
<table>
<thead>
<tr>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equation Structural Factors Model of Affecting Business Performance</td>
<td>256</td>
</tr>
<tr>
<td>Automotive Parts Industry in Thailand</td>
<td></td>
</tr>
<tr>
<td>Factors Affecting the Trust of Global Airline Passengers</td>
<td>257</td>
</tr>
<tr>
<td>Loyalty Model of Customer for Superior Luxury Hotel in Thailand</td>
<td>258</td>
</tr>
<tr>
<td>Purchase Intent Online Model of Foreign Tourist of Hostel in Thailand</td>
<td>259</td>
</tr>
<tr>
<td>The Model of Intention to Purchase Travel Online in Thailand of Foreign Tourists</td>
<td>260</td>
</tr>
<tr>
<td>Word of Mouth Model of Cultural Tourism in Thailand</td>
<td>261</td>
</tr>
<tr>
<td>ASEAN Towards Digital Economy: The Development of Equity Crowdfunding in Malaysia, Singapore, and Thailand</td>
<td>262</td>
</tr>
<tr>
<td>Exploring Heritage as Flow Experience: The Case of Greenwich</td>
<td>263</td>
</tr>
<tr>
<td>Inter-country Relations and Consumer Behavior: Assessment and Extension</td>
<td>264</td>
</tr>
<tr>
<td>An Analysis of Behavioral Intention of RFID Users at the Hospitals</td>
<td>266</td>
</tr>
<tr>
<td>Pharmaceutical Business Ethics</td>
<td>267</td>
</tr>
<tr>
<td>Factors Affecting Share Price with Special Reference to the Colombo Stock Exchange in Sri Lanka</td>
<td>268</td>
</tr>
<tr>
<td>Factors Affecting the Adoption of Ecommerce in Small and Medium Enterprises, Sri Lanka</td>
<td>269</td>
</tr>
<tr>
<td>The Impact of Product Variety on Operational Performance: Mediating role of Integrated Green Supply Chain Management in Western Province Apparel Manufacturing Organizations, Sri Lanka</td>
<td>270</td>
</tr>
<tr>
<td>Impact of Perceived Ease of Use, Awareness and Perceived Cost on Intention to Use Solar Energy Technology in Sri Lanka</td>
<td>271</td>
</tr>
<tr>
<td>The Impact of Talent Management Initiatives on Employee Performance: The Mediating Role of Employee Engagement in the Banking Sector, Sri Lanka</td>
<td>272</td>
</tr>
<tr>
<td>Factors Affecting Loan Repayment Performance on MFISS</td>
<td>273</td>
</tr>
<tr>
<td>Impact of Financial Variables on Common Stock Systematic Risk</td>
<td>274</td>
</tr>
<tr>
<td>Mobile Commerce in India and the Role of M/S BSNL PSU Telecom Service Provider</td>
<td>275</td>
</tr>
<tr>
<td>An Inquiry into Success Factors Influencing the Choice of Foreign Markets</td>
<td>276</td>
</tr>
<tr>
<td>An Exploration of the Factors Associated with the Employee Productivity in the Garment Industry; A Study in Sri Lanka</td>
<td>277</td>
</tr>
<tr>
<td>A Case Study on Sleepy Owl Coffee: An Innovative Make-in-India Cold Brew Coffee Startup</td>
<td>278</td>
</tr>
<tr>
<td>Disruptive Innovation; A Vehicle of Growth: Case Study of Adobe India</td>
<td>279</td>
</tr>
</tbody>
</table>
Blue Ocean Strategy in Advertising: Reflections on the Indian Perspective ........280
A Case Study on Godrej Consumer Products Limited: The Sustained Strategy ......281
Case Study: J.W. MARRIOTT ............................................................................282
Relevance of Spiritual Leadership for the Organizations in the Digital Age:
An Evaluation ....................................................................................................283
The Impact of integrated Reporting on Value Creation for Shareholders: The
Moderating Effect of Board Effectiveness: Case of Sri Lanka .........................285
Stock Price Reactions To The Dividend Announcement: Colombo Stock
Exchange, Sri Lanka ..........................................................................................287
Does Environmental Concern Drive Asian Firm’s Governance Score? ...........288
Insights from Department Heads: English Language Proficiency for
International Business Students .......................................................................289
Dealing with Workplace Adversity in Emerging Markets ................................290
Impact of Employer Task Support and Brand Reputation on Employee
Satisfaction ..........................................................................................................291
Exploring The Global Muslim Market: An Insight Into Muslim Consumers’
Product Choice Using Eye-Tracking Investigation ..........................................292
A Conceptual Paper on The Success of Thai Franchisor In
Internationalization: Dynamic Capabilities Perspective ...............................293
Startup Finance by Crowdfunding: An Examination ........................................294
Consequences of Parent’s Trying of Providing Healthy Food to their
Children .............................................................................................................295
What Drives Bank Efficiency In Indonesia? .....................................................296
Why Bankable People Still Need Informal Lending? ........................................297
Instructional Strategies Of Blended Courses For Self-Paced Learning – An
Approach Towards Creativity And Innovation As Educational
Outcomes ..........................................................................................................298
Is The Debate Over? A Review On Rule Based Accounting Standards Vs.
Principle Based Accounting Standards ...........................................................300
Do Cross-Border Acquisitions Enhance Firm Value In Short-Run? A
Comparative Study Of Indian And Chinese Corporate Acquirers .......................301
Integration of Supply Chain and Information Technology Toward Supply
Chain Performance of the Small-Medium Enterprises .......................................302
Language Fosters Culture: Few Observations ...............................................303
Child Abuse As A Determinant Of Underage Gang Formation in Kwara
State, Nigeria ...................................................................................................304
Juxtaposition of Product and Process Approaches for Teaching Writing Skills in Tertiary Institution in ESL Classroom .......................................................... 305
Trust as a Determinant of E-banking Adoption --- A Review ...................... 307
Factors Affecting Well-Being, Job Satisfaction And Burnout Among Medical Officers Of The Indian Army: A Review Of Literature .................. 308
Customer Satisfaction towards M-Commerce: Identification of Key Attributes in Comparison with E-Commerce .......................................... 309
Rise of Neoliberalism and Right to Education: The Indian Experience .......... 310
Customer Satisfaction In Relation To Complaint Handling And Service Recovery In E-Commerce ................................................................. 311
EI Performance and the Public Sector .................................................................................................................................................. 312
Digital Marketing Capabilities: How Firms Can Maintain Competitive Advantage and Deliver Customer Value in Digital Era ..................... 313
Content Analysis of Online Hotel Reviews .................................................. 314
A Proposed Model to Measure Automobile Luxuriousness in a Emerging Country Setting ............................................................................. 316
Relationship Of Demographic Variables With Brand Loyalty –An Empirical Study In Athletic Footwear Industry ........................................ 318
Effect of Earning Smoothness on IT Industry: A Case Study of India ........ 319
Social Media Analytics in Epidemiology: Predicting Disease Carriers and Patterns of a Spread Through Social-Media-Communication .... 320
Efficiency In Higher Education: A Contextual Framework And Relevant Issues Based On Review Of Literature ........................................... 321
Peer Based Strategies And Organizational Legitimacy: A Case Of Women’s Promotion In The Public Sector ......................................................... 322
Reception Of People About Today’s E-Commerce And Their Satisfaction Level By Its Use .............................................................................. 323
Changes in Practicing Teachers’ Self Efficacy in Teaching Scientific Inquiry .... 324
The Role of Private Universities in Building Knowledge Society: A Case Study of Private Universities in United Arab Emirates .................... 325
The Model Of Public Relations In The Indonesian National Police ................ 326
Analyzing the Influence of Masculinity and Professional Culture on the Employee Performance with Motivation as an Intervening Variable .... 327
Is the Excessive Reliance on Board Monitoring Justified in the Corporate Governance Framework? .......................................................... 328
An Overview of Online Education in India.................................................................329
Testing the Weak Form of Efficiency of the Stock Markets in Gulf Cooperation Council Countries (GCCC) ..........................................................330
The Effect of Mobile Banking Programs on Banking Productivity and Quality in the United Arab Emirates..........................................................331
Readers’ willingness to pay for e-newspapers in india- a study on how newspapers sustain their business model in digitalised era .........................332
Technology Spillovers in Electronic and Mechanic Industries: The Role of Ownership Structure and Wage & Training Expenses in Vietnam ..........333
The Use Of Patent As A Strategy In Entrepreneurial Organization ......................334
Total Interpretive Structural Modelling (TISM) of Enablers of a Value-Based Healthcare Organization .................................................................335
Business development and women empowerment through rural women worker cooperatives: an empirical study with special reference to dairy cooperatives in kerala, india .................................................................336
Antecedents of Performance of International Joint Ventures: A Meta-Analysis Review ..................................................................................337
Impact of Mode of Entry Decision on Financing Strategy of Indian MNEs undertaking Outward Foreign Direct Investment ..................................338
The Accessibility Of Financial Information On ASEAN Countries Official Website ..........................................................................................339
Assessing the Impact of Entrepreneurial Orientation in Fostering Entrepreneurial Intentions of University Graduates: An Empirical Analysis .............................................................340
Dwindling Significance of Tax Rate in Financing the Outward Foreign Direct Investment by Indian MNEs ................................................................342
Impact of Hospital Size on Managing Change in Public Hospitals: Study if Thai Public Hospitals ........................................................................343
Are corporate responsible for working conditions of their employees domestic workers? A study of Vietnamese domestic workers in Taiwan ..344
The Effect of Country-Of-Origin and National Image on Consumer Trust ..........345
Development of a Model to Measure Attendees’ Team Image and Purchase Intentions: A Case of Indian Premier League .............................................346
Behavior of Neglected Stocks: Case of India ..........................................................347
Best Instructional Strategies for Flipped Model in Blended Learning .................348
Structural Exclusiveness and Poverty: An e-Entrepreneurship Based Approach to Rural Development

Xiaohong He
School of Business
Quinnipiac University
Hamden, Connecticut
USA
Email: Xiaohong.He@quinnipiac.edu

The growing level of inequality in the 21st century is a social, political and economic issue that concerns conscious citizens, scholars and policy makers around the world. Some on the right argue that inequality motivates progress and punishes laziness. In reality, under harsh conditions without any social safety net, the poor often have to work extremely hard just to survive. There is no real moral argument for concentration of outsized wealth vs. widespread poverty in today’s world.

To this end, this research asks the question of how disruptive forces brought by technology and innovation can be better understood and employed from the perspectives of individuals and communities in rural and less developed regions. To answer this question, this paper develops a conceptual framework that connects enablers and structural obstacles facing rural e-entrepreneurs and then applies the framework to explore existing circumstances and to offer explanations leading toward theory building. In this context, this paper uses a case study approach that involves “what”, “why” and “how” questions to connect ideas of global importance from local practice.
Strategic Innovation and Marketing Strategy in the Emerging Markets

Ali Mohammad Shah
School of Business Studies
Islamic University of Science and Technology
Pulwama, Awantipora, State of Jammu and Kashmir
India
E-mail: shahali55@gmail.com

Emerging markets led by China and India constitute enormous business opportunities, but marketers confront a range of unfamiliar conditions and problems and carrying out business in these markets is a challenging task. This paper outlines innovative marketing strategies for emerging markets and provides guidance to corporate executives for operating and seeking growth in these markets. It is suggested that the strategic innovation logic to marketing strategy based on innovating products, delivery systems and promotion programmers simultaneously wins customers and keeps competitors at bay in the emerging markets. While strategic innovation should be a continuous process, companies must create a positive attitude towards innovation, routinize the innovation process and allow people to experiment. However, success shall hinge upon developing differentiated products and ways of serving customers better and cheaper compared to competitors.
This study focuses on exploring how customer loyalty is developed and dissolved. At the initial stage, the determinants of customer loyalty were explored by conducting an extensive survey of literature. The review considered 125 scholarly articles published over the period 1978 to 2018. The extensive and methodical review is systematized to develop two separate conceptual models in terms of development and dissolution of customer loyalty. The model of customer loyalty development depicts how the determinants of customer loyalty impact customer loyalty, while the model of customer loyalty dissolution depicts how customer dissatisfaction and mistrust impacts loyalty dissolution.
Loyals Versus Switchers Among Mobile Phone Subscribers: A New Classification

Karunaratna A.C.
Department of Marketing
Faculty of Management and Finance
University of Ruhuna
Matara and Galle
Sri Lanka
Email: acruhuna@gmail.com

This study was conducted to evaluate the nature of mobile phone subscribers’ behaviour. The study was conducted in two stages. At the initial stage, a customer survey was carried out with a sample of 521 mobile phone subscribers to identify the nature of loyalty and switching behaviour. The comprehensive analysis of customer responses extended the study to the second stage which involved in-depth interviews with 168 respondents out of the sample to probe mobile subscribers’ perceptions towards their decision to remain or switch. The study is significant as a leading study evaluating the nature of consumer behaviour in a different context and presents a semantic profile of customers with a new classification in terms of loyalty and switching intention. Accordingly, four types of loyals, namely fanatic, satisfied, brand loyal and captive and four types of switchers namely convenience seeker, discontented customer, variety seeker and price-sensitive customer are presented.
Managing Innovative Communication Tools in the Hospitality Industry

Bassem E. Maamari
Department of Management
Adnan Kassar School of Business
Lebanese American University
Beirut
Lebanon
Email: bassem.maamari@lau.edu.lb

Johnny C. Chaanine
School of Business
Notre-Dame University
Zouk Mosbeh
Lebanon

Innovative technologies including social media are invading the business world with feedback on services rendered and other factors, affecting these firms’ business. Social media users today are becoming ever more aggressive in their posting behavior, pausing as a fourth party assessment agency of many sectors, most importantly hotel services. The moderating effect of the personal competencies of these social media users in the relationship between hotel satisfaction and emotional stability on one side and their posting behavior on the other warrants a closer look. Using standard statistical analysis using SPSS, as well as Structured Equation Modeling through AMOS, the results clearly show that efficacy is playing a role in this respect, while their personal emotional stability seems to be less effective
The Relationship Between Family Ownership and Corporate Social Responsibility in Saudi Arabian Companies

Mujahed Al-Otaibi  
College of Business Administration  
Prince Mohammad Bin Fahd University  
Al Khobar  
Kingdom of Saudi Arabia

Wolfgang Hinck  
College of Business Administration  
Prince Mohammad Bin Fahd University  
Al Khobar  
Kingdom of Saudi Arabia  
Email: wolfgang.hinck@gmail.com

This study follows the growing literature on the relationship between family firms and corporate social responsibility, focusing on Saudi Arabia. Drawing on stakeholder theory, resource dependence, and family entrepreneurial orientation theories, this paper sheds light on the influence of several firm and environmental variables on the family firms’ CSR orientation. It also discusses the interrelationships between family firms’ age, entrepreneurial orientation, industry competitiveness, and socioemotional wealth in an attempt to understand the mechanisms through which the interaction of these firm and contextual factors would influence the firm’s CSR priorities. The incorporation of firm and contextual variables enables a better understanding of how and when family firms engage in socially responsible acts, and when such firms give priority to either internal stakeholders or external stakeholders.
Impact of After Sale Service on Customer Satisfaction in Telecommunication Industry: Study in the Southern Province Sri Lanka

K. N. R. Perera
Department of Marketing
Faculty of Management and Finance
University of Ruhuna
Matara and Galle
Sri Lanka
Email: knrperera99@gmail.com

Sumith De Silva
Senior Lecturer of Marketing
Sri Lanka Institute of Marketing
Colombo
Sri Lanka
Email: sumith.mgt@gmail.com

In today’s ever-changing competitive business environment, a business cannot survive unless it satisfies, delights and surprises its customers in the delivery of services. After sale service is regarded as an increasing and important concept in many industries for establishing good customer relationships that contribute towards increased performance for sustainable business results. In recent years, more and more organizations focus their attention on retaining existing customers than attracting new ones. The delivery of after sales service by a company plays a vital role in satisfying customer needs and understanding their perceptions. Further, understanding of the effect of after-sales services on customer satisfaction is important for service marketing managers because it allows them to differentiate their offerings substantially, in a way that strengthens the relationship with their clientele in the short, as well as in the long run. This is a study of After Sales Service towards Customer Satisfaction in the telecommunication industry in Sri Lanka. This quantitative research was conducted in the Southern province in Sri Lanka providing theoretical and empirical evidences to prove that after sales service plays a significant role in the customer satisfaction in the telecommunication industry.
Determinants of Store Image and the Choice of Convenience Store: A Vietnamese Perspective

Bui Thanh Truc  
Ho Nhut Quang  
Tran Thi Tuong Vi  
School of Business  
International University  
Vietnam National University  
Linh Trung Ward, Thu Duc District  
Hochiminh City  
Vietnam  
Email: bttruc@hcmiu.edu.vn  
Email: hnquang@hcmiu.edu.vn  
Email: tttvi@hcmiu.edu.vn

By the end of 2017, General Statistics Office shows total retail sales of the country reached 3934.2 trillion dongs ($171 billion), an increase of 10.9% over the same period of 2016. The research focused on the questions of what are the factors that affect store image and customer’s choice of convenience store, and how these factors affect them. The study used descriptive analysis and quantitative methods (the survey has sample size n = 252 comprising of students, officers and customers who had purchase experience in any convenience store in Ho Chi Minh city). The final conceptual model was based on various past research related to the issue. After collecting data and testing with SPSS v.21 and AMOS, the research found that consumer social-mindedness have a positive effect on all the four factors of store image while world-mindedness just impact three factors: purchase experience, augmented experience and repeat purchase experience. Furthermore, purchase, visit, augmented and repeat purchase experience all had positive impact to customer choice. Although subjected to some constraints such as time and resources, this research can help companies have a general understanding of what customers wants and help them attract more customers.
Effectiveness of Human Resource Development Interventions for Organizational Performance: A Sri Lankan Perspective in the Construction Industry

Upul Indrajith
Department of Management
Faculty of Business
University of Ruhuna
Matara and Galle
Sri Lanka
Email: upuli@accessengsl.com

Human resource and organizational behavior have been an area of interest for research among many scholars in the past few decades. Employee perception and attitude management in a modern organizational context have been a challenge for global management professionals. The construction industry in Sri Lanka grew at a rate of 9% during the post war conflict and is now heading for rapid development. Employee training, career development, performance management, human capital development policies and organizational leadership attitude towards the organizational development and effectiveness are identified as key areas for the modern business environment. This research is conducted in relation to the construction industry of Sri Lanka. Previous researchers have explored the impact of human resource and organizational development interventions on organizational performance. Therefore, the Sri Lankan construction industry should be further explored to create competitive advantages in a global view. Organizational performance, employee perception, employee attitude, leadership attitude towards the organizational development and culture should be theoretically and empirically discovered to create value for all stakeholders.
Supply Chain Management in a Globalized and Digitalized Era: How Do You Minimize Disruption?

Jaideep Motwani
Professor and Chair
Department of Management
Seidman College of Business
Grand Valley State University
Grand Rapids, Michigan
USA
E-mail: motwanij@gvsu.edu

In today’s competitive global markets, organizations have no option but to invest in digital Supply Chain Management (SCM) to be competitive. The major challenge facing organizations is transforming their existing supply chains into digital supply chains with minimal disruptions. Specifically, this presentation will provide valuable insights into this critical topic by responding to the following questions:

- What are the digital and global business trends and how do they impact the future of SCM?
- What are the benefits and challenges associated with digital and integrated global SCM?
- What digital technologies should we invest in that will have a significant impact on current and future global SCM?
- What would a Digital Global SCM Framework look like?
- What changes in culture and talent management will organizations have to make to be successful in the coming era of the digital global supply chain?
- What changes need to be made to SCM curriculum to better prepare our students for this challenge?
- What new research streams can we expect in the future
Value Relevance of Integrated Reporting: Evidence from Listed Companies in Sri Lanka

P.M.D.S. Pathiraja
Department of Accountancy
Faculty of Business Studies and Finance
Wayamba University of Sri Lanka
Kuliyapitiya
Sri Lanka
Email: dhananjayapathiraja01@gmail.com

W.A.N. Priyadarshanie
Department of Accountancy
Faculty of Business Studies and Finance
Wayamba University of Sri Lanka,
Kuliyapitiya
Sri Lanka
Email: nadeesha@wyb.ac.lk

Reporting dimensions in the Accounting and Finance arena have evolved gradually are still transforming into new aspects that give superior disclosure. Recently, most of the companies around the world have adopted the integrated reporting (IR) concept. The objective of this study is to identify the impact of integrated reporting on market capitalization of companies which are listed in Colombo Stock Exchange (CSE). For this study, all listed companies that have adopted IR have been selected and it was revealed that 48 companies have adopted IR by the 2015 fiscal year. Data was collected for the years 2015 and 2016 from the annual reports of selected companies. IR was used as independent variable of this study while market capitalization was used as dependent variable. Regression analysis finds a significant relationship between IR and market capitalization. These results imply that companies that have not yet adopted IR should do so.
Comparative Evaluation of the Expected versus Perceived Level of Service Quality of International Passengers: A Case of International Airport

Wickramaratne C.
Department of Marketing
Faculty of Business Management
University of Ruhuna
Matara and Galle
Sri Lanka
Email: wickrama7@yahoo.com

Karunaratna A.C.
Department of Marketing
Faculty of Management and Finance
University of Ruhuna
Matara and Galle
Sri Lanka
Email: acruhuna@gmail.com

Airports are treated as one of the key national resources of a country and a highly praised platform by the international travelers. Airports are places where the nation's aviation system connects with other modes of transportation and improve the living standards of the people, and contribute to the national development of the country. This study was conducted with the key objective of evaluating the expected level of service quality of international travelers with the perceived level of service quality using the case of international travelers who came through the airport of Sri Lanka. Convenience sampling technique was adopted and data were collected using a structured questionnaire from 205 international travelers. The empirical findings confirm that pre-flight service quality, inside airport service quality and post flight service quality have a positive impact on passenger satisfaction. However, results indicate a significant gap between the international travelers' expected level of service quality and their perceived level of service quality. Recommendations are provided to adopt strategies to enhance the service quality at airport to develop the aviation industry.
Exploring Factors Influencing Young Adult Muslim Willingness to Boycott

Syadiyah Abdul Shukor
Husain Emhemad Tariki
Faculty of Economics and Muamalat
Universiti Sains Islam Malaysia
Kuala Lumpur
Malaysia
Email: syadiyahas@usim.edu.my

Consumers are more apt to join boycotts recently. This on-going study explores factors influencing young adult Muslim willingness to boycott. A total of 402 survey questionnaires were received and analyzed. Findings of this study show that five factors have a significant impact on the propensity to boycott. These factors are religiosity, susceptibility to interpersonal influence, animosity, perceived egregious, and perceived efficacy.
Strong but Vulnerable: Psychological Panorama of Sustainable Women Entrepreneurs

Tanusee Chakraborty
School of Business
Presidency University
Bangalore, State of Karnataka
India
Email: tannu2677@gmail.com

Raiswa Saha
School of Business
SRM University
India
Email: raiswasaha5@gmail.com

Dishari Gupta
Ph.D., Student
Faculty of Business and Management
University of Calcutta
Calcutta, State of West Bengal
India
Email: dishari.gupta@gmail.com

Globally, the workforce has seen a transition where women more engage themselves in economic activities besides their household responsibilities than ever before. Female entrepreneurship has thrived in multiple scenarios. A great contribution to the economy has been caused by women joining the business community. Yet women have faced varied hassles in business. Therefore it becomes necessary to explore what causes women entrepreneurs to be successful in their business that despite the hurdles. Two very important psychological dispositions that have sustained women entrepreneurs are taking the first step towards risk (proactivity), believing in their capacities (personal efficacy) and locus of control in their personality. The present study attempts to explore these variables pertaining to women entrepreneurship and study the relation of these variables to success and failure of their businesses. The goal of the present study is to explore the nature of proactivity, locus of control and personal efficacy of financially affluent and non-affluent women entrepreneurs and investigate their success. 200 women entrepreneurs from West Bengal were sampled through questionnaires. The study aims to establish the relationship between women entrepreneurs’ mindset towards engaging in activities with the first step forward and waiting for something to happen to them. The study compares the successful and unsuccessful women entrepreneurs in terms of the proactivity and personal efficacy scores and investigates these dispositions with respect to their locus of control- internal and external. Finally an attempt has been made to study the contribution of the factors like proactivity (P), personal efficacy (PE), locus of control (LOC) and financial condition (FC), i.e. affluent or non-affluent on the woman entrepreneurs’ being successful or unsuccessful.
In recent times, one of the crucial challenges faced by managers is to acquire their employees and customers’ loyalty to build successful business enterprises. If employees are satisfied, they become more loyal to their organization and help to create satisfied and loyal customers. For all organizations, workers are the most critical resource to achieve business success through the loyal customer. The longer a worker works for an organization, the more valuable it becomes. In this paper we use literature review as a key methodology to develop a research model to show the linkage among customer loyalty, employee satisfaction, employee loyalty, and service quality furthermore; here we also show the moderating role of organizational resources.
Stock Market Participation in Bursa Malaysia and Financial Literacy Among the Indigenous Malay Race

Farha Ghapar
Suhaily Mohd-Ramly
School of Business & Accountancy,
Kolej Universiti Poly-Tech MARA
Kuala Lumpur
Malaysia
Email: farha@kuptm.edu.my
Email: suhaily@kuptm.edu.my

Malaysia is a multi-racial country with a fast-growing economy. However, most of the stockholder’s equity were owned by individuals other than the indigenous citizens of Malaysia. In the 4th to 8th Malaysian Plan, statistics show that the government’s aim of getting the Malays to own at least 30% of the equity has not becoming a reality. The situation has always been blamed on the lower income standard and incapability to invest in the stock market of the majority of the Malays. The situation may also due to lack of financial investment awareness and financial literacy among the Malays. This paper aims to develop a conceptual framework on stock market participation in Bursa Malaysia and financial literacy among the Malays. We expect there is a significant positive relationship between the stock market participation in Bursa Malaysia and financial literacy among the Malays.
Learning Entrepreneurship Skills During Business Plan Competition Module: Lessons From Haaga-Helia Porvoo Campus

Eva Holmberg
Evariste HabiyaKare
School of Business
Haaga-Helia University of Applied Sciences
Helsinki
Finland
Email: Evariste.HabiyaKare@haaga-helia.fi

Of all players who feature in the management of the modern world economy, the entrepreneurs attract most of our attention. The word ‘entrepreneur’ is widely used, both in everyday conversation and in management and economics. An entrepreneur is one who creates a new business in the face of risk and uncertainty for the purpose of achieving profit and growth by identifying opportunities and assembling necessary resources to capitalize on them. Although many people come up with great business ideas, few act on them. (Zimmerer and Scourborough 2006). Entrepreneurs are seen as heroes, and self-starting individuals who take great personal risk in order to bring the benefits of new products to markets. In addition, there is also an expression of concern at the pace of economic and social change entrepreneurs bring and the uncertainty they create in the competitive environment. Yet people admire their talents or may even question the rewards they get for their efforts.
Directors’ Remuneration: A Matter of Transparency

Elinda Esa
College of Business Management and Accounting
Universiti Tenaga Nasional
Kejjang, Selangor
Malaysia
Email: Elinda@uniten.edu.my

Abdul Rahman Zahari
College of Business Management & Accounting
Universiti Tenaga Nasional
Kejjang, Selangor
Malaysia
Email: Rahman@uniten.edu.my

Noor Azlinna Azizan
College of Business Administration
Prince Sultan University
Riyadh
Saudi Arabia
Email: nazizan@psu.edu.sa

Normawati Non
College of Business Administration
Prince Sultan University
Riyadh
Saudi Arabia
Email: NNon@psu.edu.sa

As a consequence of the Asian financial crisis in 1997-1998, transparency is one of the most important issues that triggers debate among practitioners and academicians. Transparency is a prerequisite in building a good framework for good corporate governance. Stakeholders have demanded companies become more transparent on their financial and non-financial activities. Very limited research has been conducted on the issue of the directors’ remuneration disclosure in Malaysia. Therefore, this study investigates how board characteristics influence the transparency of director remuneration. For this purpose, six board characteristics were chosen - independent directors, board size, females on the board, board ethnicity, board meeting frequency and board experience. Director remuneration checklist is used to measure the director remuneration disclosure among Malaysian public listed companies. The results show the board ethnicity and company size are associated with the extent of directors’ remuneration disclosure, while other board characteristics are found to not be associated with the extent of directors’ remuneration disclosure.
Attitude Toward E-Tourism Usage Model (E-Tum): Gender Perspective

Anggalia Wibasuri
Satria Bangsawan
Mahrina Sari MS
Faculty of Economics and Business
University of Lampung
Bandar Lampung
Indonesia
Email: anggalia_wibasuri@yahoo.co.id ;
Email: satria.bangsawan61@gmail.com ;
Email: pr1nchu14@yahoo.com

Attitude toward E-Tourism usage reflects the psychological condition of the customers whenever they purchase an E-Tourism Package. It is hypothesized that E-tourism usage has several advantages in E-Tourism service, such as efficiency, quality and flexibility. But it seems controversial, because the customers worry that there is still the perceived risk and self-efficacy toward E-Tourism packages. Therefore, the research objective of this study is to examine and test the effect of E-tourists’ attitude toward E-Tourism Usage, moderated by gender, based on Technological Acceptance Model, including self-efficacy and perceived risk variables. To achieve this objective, 200 respondents of a non-purposive sampling technique are analyzed using SEM analysis.
Customer delight is a reaction from consumers when they receive a product or service that is not only satisfactory, but provides an unexpected value or more satisfaction than imagined by the customer. Previous research has provided various definitions, both through the literature derived from the psychological aspects of consumers, such as the emotional reactions perceived by consumers as well as from the non-psychological aspects of consumers, such as the most preferred product attributes of consumers. Customer delight is a consumer's emotional response in the form of consumer expression for a number of impacts of unexpected product or service attributes. Cosmetics are any ingredients used for treatment or to enhance the appearance of certain human body parts. The pleasure of consumers or consumer delight in using cosmetic products determined by various factors. So, the purpose of this paper is to propose the model of consumer delight in the Indonesia cosmetics industry. The proposed model used the five main modified dimension of consumer delight, namely, justice, security, self-esteem, trust and variety. The paper proposed several propositions in relation to measure the conceptual model of consumer delight by compelling the distinctive features of the cosmetic industry. Twenty online diary were conducted on this paper that is done in the cosmetic industry that measures the dimension and indicator that shape consumer delight. This paper also denotes a further opinion in clarifying consumer delight concepts for understanding the emerging cosmetic industry in Indonesia.
The Comparison of Digital Government Financial Reporting in ASEAN Countries

Indrawati Yuhertiana
Faculty of Economic and Business
University of Pembangunan
Nasional Veteran Jawa Timur
Surabaya
Indonesia

Lukman Arief
Faculty of Social Science and Politics
University of Pembangunan
Nasional Veteran Jawa Timur
Surabaya
Indonesia
Email: yuhertiana@upnjatim.ac.id

Fajar Saiful Akbar
Faculty of Economic and Business
University of Pembangunan
Nasional Veteran Jawa Timur
Surabaya
Indonesia

The purpose of this study is evaluating the presence of financial information government reporting in ten website member of ASEAN countries. The study was done by elaborating the type of information, characteristic information and the quality information regarding the budget and financial information of the country. It is found that digital revolution in each country followed a variety of paths via the internet. Reform occurs in each country, although not by the same degree. The pragmatic implication is that government managers will be convinced of the needed of easy, detailed and timeliness information of the website to increase transparency. In the new era of Industry Revolution 4.0, people need timely, accurate and detailed information for better quality decision making. This study gives insight in government perspective of the quality of financial information.
The Importance of Professional Skepticism as a Mediating Factor of The Influence of Audit Experience on Auditor’s Ability to Detect Fraud

Dian Agustia
Anik Mustarikah
Alfiyatul Qomariya
Faculty of Economics and Business
Universitas Airlangga
Surabaya
Indonesia
Email: dian.agustia@feb.unair.ac.id
Email: alfiyatul.qomariyah@feb.unair.ac.id

The objective of this study is to examine the mediating effect of professional skepticism on audit experience to the auditor’s ability to detect fraud. This study used survey method by providing a questionnaire containing statements on a perception. Population in this study was internal auditor who works at Indonesia’s Financial Supervision and Development Agency (BPKP) throughout Indonesia Province. The numbers of useable questionnaires were 164. Partial Least Square approach was used to analyze the data. The results of this study prove that the effect audit experience and professional skepticism on auditor’s ability to detect fraud respectively showed significant influences. Furthermore, professional skepticism can partially mediate the effect of audit experience on the auditor's ability to detect fraud. This study are anticipated to be able to provide important references for both auditor practitioners and academics. Auditor practitioners are able to understand that improving the ability to detect fraud, professional experience and skepticism is required.
Entrepreneurship Education, Personal Attitude, and Demographic Variables as Determinant of Entrepreneurial Intention: A Study in Indonesia Higher Education Context

Harif Amali Rivai
Department of Management
Faculty of Economics and Business
Universitas Andalas
Padang
Indonesia
Email: harifamali@gmail.com

The purpose of the study is to investigate the effect of entrepreneurship education, personal attitude and demographic characteristic (i.e. age and gender) on entrepreneurial intention of the students in higher education context. The data was obtained through self-report questionnaire to predict entrepreneurial intention of the students. The samples were drawn from 240 students of both private and state universities in West Sumatra Province, Indonesia. The questionnaire contains four parts to capture information about demographic variable, entrepreneurship education, personal attitudes, and entrepreneurial intention. The respondents were asked to state their opinion with Likert scales 5 points. Testing of hypotheses was conducted using multiple regression analysis. The finding of the study supported that entrepreneurship education and personal attitude positively significant influenced entrepreneurial intention. The study also found that demographic characteristics significantly influenced entrepreneurial intention. The students with older of group age demonstrated more intention to be entrepreneur. The finding noted that the male students have higher intention to be entrepreneur than female students. Implication of the research suggested the need to modify educational system to be more practical by designing programs to increase entrepreneurial skill and attitudes. The limitations of the research lies on sample frame from university students and methodology to obtain data. Further research is suggested to take larger sample from more universities and mix methods to capture more information regarding to entrepreneurial intention. Originality of the research while personal variables (e.g. attitude, age, gender) as determinants entrepreneurial intention, it is necessary taking into account the role of contextual variable (e.g. entrepreneurial education) to nurturing entrepreneurship.
This study examined the role of job satisfaction and organizational commitment as the mediating variables in the effect of organization justice on organizational citizenship behavior (OCB). Responses of 213 respondents are analyzed using Hierarchical Regression Analysis. Organizational justice affects job satisfaction, organizational commitment, and OCB. Furthermore, job satisfaction and organizational commitment affect OCB, and mediate the effect of organizational justice on OCB. Job satisfaction and organizational commitment are the explanatory factors for why organizational justice affects OCB. Organizations are increasingly in need of good soldiers, as they are very useful for the organization’s long-term performance. Therefore, it is necessary to establish a justice perception in the workplace, which in turn can facilitate job satisfaction and organizational commitment. The respondents of the study were the employees from public and private organizations, who were studying at 3 graduate programs at a public university in Indonesia.
The Utilization of Government Financial Statements by Executives: The Case of Local Authorities in Indonesia

Nurkholis
Arlisya Tika Affandi
Faculty of Economics and Business
Brawijaya University
Malang
Indonesia
Email: nurkholis@ub.ac.id

The purpose of this study is to explore the utilization of local authorities’ financial statements produced through accrual accounting. Using the cases of three local authorities in Indonesia, it was revealed that the implementation of accrual accounting in the local authorities is still superficial. As predicted, financial statements that were actually used only report on budget realization. While the use of balance sheets has occurred, this is still limited. The other reports were produced only for complying with government regulations. The implication of this study is the need to improve executives’ understanding of accrual accounting, so that the purposes of financial reporting as stipulated in PP. 71 /2010 can be achieved.
This study aims to investigate the effect of ISO certification, type of industry, profitability, and firm size on carbon emission disclosure. The population consists of companies listed in the Carbon Disclosure Project (CDP) of Nordic 2015 with a total sample of 131 companies selected based on purposive sampling. Data were then analyzed using multiple linear regression. The findings showed that profitability and firm size positively affect carbon emissions disclosure. ISO certification and type of industry had no effect on carbon emission disclosure. This implied that ISO certification is as a symbolic strategy of carbon emission management.
Bad Debt Settlement Strategy at Regional Micro Credit Service Agency (BLUD) "HARUM" in Kendari City

Muh. Yani Balaka
Asrip Putera
Faculty of Economics and Business
Halu Oleo University
Kendari
Indonesia
Email: yanibalaka01@gmail.com
Email: asripputra@gmail.com

This is a study of the strategy of settlement of bad debts in BLUD Micro Credit "Harum". The method of this research is qualitative and the research informant is the leader, the employee and the customer. The method of data analysis used is the interactive model. The results conclude that the strategy of handling bad debts: (1) Institutional Strengthening (improvement of service procedures, skills improvement and employee addition, branch opening, urban village involvement, use of information systems). (2) Strengthening customer capacity (strict selection process, management counseling and business assistance, discipline improvement and friendship. Recommendations that are offered is as follows: revocation of moratorium is done by first rearranging human resources and service procedures. In order to have a greater impact on the increase in the income of the small communities, the absorption of labor and the growing entrepreneurial spirit, it is necessary to open offices in several sub-districts to bring the ministers closer to the small communities.
The Influence of Person-Organization Fit and Quality of Work Life Towards Employee Performance

Siti Haerani
Sumardi
Wardhani Hakim
Ria Mardiana
Faculty of Economics and Business
Hasanuddin University
Makassar
Indonesia
Email: haerinisiti68@yahoo.co.id
Email: sumardilasise@gmail.com
Email: wardhaniahakim@ymail.com
Email: riamard67@gmail.com,

Hartini
Graduate School of Economics and Business
Hasanuddin University
Makassar
Indonesia
Email: anty_hartini@yahoo.com

This research aims to analyze the direct and indirect influence of Person-Organization Fit on employee performance through job satisfaction; the influence of quality of work life on employee performance through job satisfaction. Data collection is done through questionnaire with 120 respondents. Data analysis technique used is Path Analysis. Person-Organization Fit has positive and significant effect on employee performance through job satisfaction; quality of work life has a positive and significant effect on employee performance through job satisfaction. The leader of PLN should consider the suitability of individual competence with the competencies required by the job on each employee placement decision. Study of P-O fit and QWL are study a very important and relatively new on state enterprises like PLN to know how well the implementation and how the implication on job satisfaction and employee performance that the performance of state enterprises could be improved later.
The Effect of Corporate Governance and Asset Size Towards Usefulness of Accounting Information and Earnings Response Coefficient

Muhammad Miqdad
Faculty of Economics and Business
University of Jember
Jember
Indonesia
Email: miqdad31@gmail.com

The purpose of this study is to discuss and analyze the impact of corporate governance structure, the effect of the political cost on earnings management, and the impact of earnings management have on earnings response coefficient (ERC). The sample of the study is 122 public non-financial firms listed on Indonesian Stock Exchange in 2012-2016. The findings of this study were that institutional ownership, management ownership and the proportion of independent board commissioners had significant influence on usefulness of accounting information proxied by earnings management. The number of board commissioners and asset size were found not to affect earnings management. The main finding of the study was that earnings management was a signal that could be responded to by markets (investor or potential investor). The results of the study have practical managerial implications to the Indonesian Institute of Chartered Accountants, Capital Market Supervisory Board and investors to improve the quality of accounting information and corporate governance. The originality of the paper is that the study is the only study that is conducted on financial industries listed on the Indonesian Stock Exchange and also to prove positive accounting theory, signaling theory and agency theory.
An Analysis of the Impacts of International Trade, Foreign Direct Investment (FDI), Energy Consumption, and Gross Domestic Product (GDP) on carbon dioxide emissions in Thailand

Juan Silvia Ningrum
Sebastiana Viphindrartin
Endah Kurnia Lestari
Department of Economics and Development Study
Faculty of Economics and Business
University of Jember
Jember
Indonesia
Email: Juansilvia703@gmail.com;
Email: sebastianaviphindrartin@gmail.com;
Email: pipin_center@yahoo.com

The purpose of this study was to analyze the impact of international trade, Foreign Direct Investment, energy consumption, and GDP on carbon dioxide in Thailand during the period 1981-2015. The method used in this research is Vector Autoregressive (VAR). The findings show that international trade has a significant negative effect on carbon dioxide. This means an increase in international trade will reduce the amount of carbon dioxide in Thailand. Then energy consumption and GDP show a significant positive effect on carbon dioxide. This means that increased energy consumption and GDP will increase carbon dioxide in Thailand. The research results have policy implications in an effort to reduce carbon dioxide emissions primarily in the industrial sector to support green economic growth in Thailand. The authenticity of this study is that research is only conducted in Thailand that has economic growth that is closely related to the level of environmental degradation.
Social Capital Roles in Maintaining Investment Sustainability in Lumajang Regency

Sebastiana Viphindrartin
Silvi Asna Prestianawati
Zainuri Handriyono
Faculty of Economics and Business
Jember University
Jember
Indonesia
Email: silviasna.unej@gmail.com

This study’s purpose is to uncover the social capital roles in maintaining investment sustainability in Lumajang Regency. The findings of this research show that the role of social capital is very important for the sustainability of investment in Lumajang Regency. Norms, trust, networks and information have important roles. Religious norms and family values become an important basis in sustaining the continuity of investment in Lumajang Regency. Networks and information facilitate investors' access to their business production. This research result can be used by the existing investor to start considering social capital way on how they can sustain their business with profitable investment in Lumajang Regency. The research’s originality that is this study is the only study in Lumajang Regency that analyzes other variable impacted investment sustainability.
Determinant Variable Toward Level of Donor Trust and Amount Of Infaq Payment: Empirical Study at Foundation Of Social Fund in Jember-Indonesia

Puji Rahayu
Ahmad Roziq
Faculty of Economics and Business
Jember University
Jember
Indonesia
Email: ahmadroziq@yahoo.com

This research aims to determine the variables affect the level of donors trust and amount of infaq payment at foundation of social fund named Yayasan Dana Sosial al Falah located in Jember Indonesia. The type of the research is explanatory research that explains the impact on the independent variable of the dependent variable through hypothesis testing. The Partial Least Square (PLS) approach is used. The research results showed that (a) accountability has no significant negative effect on the amount of infaq payment; (b) transparency has a significant positive effect on the amount of infaq payments; (c) quality of service has a significant positive effect on the amount of payment infaq; (d) institution image has positive effect not significant to infaq payment amount; (e) accountability has no significant positive effect on donor trust level; (f) transparency has no significant positive effect on donor trust level; (g) quality of service has a significant positive effect on donor trust level; (h) institutional image has a significant positive effect on donor trust level; (i) the level of trust has no significant negative effect on the amount of infaq payments. Based on the findings, we recommend that managements of foundation of social fund should improve transparency, accountability, quality of service, image of the institution and level of donors trust to increase the performance of infaq collecting activities.
The purpose of the study is to develop the local resource base existing in South Central Timor to enhance the leading commodities in that region. Strategic agropolitan development will increase the economy of the eighth existing growth region in this region. The study found that agropolitan development has an impact on the economic progress of the region. The region has potential resources both in agricultural and tourism sectors but the absence of supporting facilities will certainly lower the quality of farming. In addition, the uncontrolled urbanization process also will impact to this agropolitan region. The result of this research has been increased the regional economic performance leading for food crops. Oenino region has eleven leading commodities with Location Quetiont (LQ > 1). The pumpkin is the most superior commodity, because it has value reaching LQ = 9,119. Avocado, mango, orange and banana are the fruit commodities which are produced increasingly year by year. Candlenuts and cashews are the main commodities exported from this region. The impact of this study is to place agropolitan solutions to develop the countryside in south central Timor as an urban region. We strongly expect a strong interaction between the center of the region within the sub-region through the development the agropolitan region. This paper is an original work which also be the first study about agropolitan region in the South Central Timor, a district of East Nusa Tenggara, Indonesia.
Household Income and School Transitions: Does Gender Matter? Evidence from Indonesia

Sutyastie Soemitro Remi
Bayu Kharisma
Department of Economics
Faculty of Economics and Business
Universitas Padjadjaran
Bandung
Indonesia
Email: bayu.kharisma@unpad.ac.id

This paper investigates the role of household income and gender in school transition in Indonesia. The data used are from Indonesian Family Life Survey. The results of fixed effect logit show that no evidence of transitory income affected school transition at basic and senior secondary education level. Compared to boys, girls have a higher probability of attending school at junior secondary than senior secondary education. It is not separated from the presence of gender disparity between boys and girls. Government policies that can be done to increase the transition schools are giving scholarship and policies that prioritize girls to be given wider access to education so that gender bias in education can be minimized. However, government efforts can be achieved if there is a change of household perception about the role and position of girls in the family. This study contributes an empirical measurement and identification of transitory income.
Measuring Nation Branding as Perceived by SMEs

Popy Rufaidah  
Department of Marketing  
Faculty of Economics and Business  
Universitas Padjadjaran  
Bandung  
Indonesia  
Email: popy.rufaidah@unpad.ac.id

The purpose of this paper is to test the proposed modified hexa-dimension of Anholt Nation Brand (ANB) as perceived by small medium-sized enterprises (SME), namely, export standard products, governance, living condition, cultural differences, tourism and investment condition. While ANB focuses on the dimension of political, cultural, human and commercial assets, investment and tourist potential that shaped the brand of the nation, the current study explored the different elements that build the brand of the nation perceived by the SMEs. This paper is one of the very few empirical examinations testing empirically a multiple-item scale using structural equation modelling for measuring national branding. The validity and reliability tests have shown that the nation branding as perceived by SMSs is a six-factor construct. This paper also signifies an additional step in improving nation branding measurement for capturing the attractiveness of the nation as part of building the nation branding.
The Model of Brand Image in the Digital Media Industry

Sukardi Silalahi
Popy Rufaidah,
Ernie Tisnawati Sule
Umi Kaltum
Universitas Padjadjaran
Bandung
Indonesia
Email: silalhti.sukardi@gmail.com;
Email: popy.rufaidah@unpad.ac.id

The purpose of this paper is to propose the model of brand image in the digital media industry in Indonesia. While past studies have focused on tangible and non-tangible dimension to measure brand image, the proposed model used the six dimension of brand image that match with the character in the digital media industry. These dimensions are brand identity, brand personality, brand associations, brand life style, brand competence and benefit. The paper develops several propositions in relation to measuring the aforementioned conceptual model of brand image by capturing the strengths of the digital media industry. This paper is the only study that is done in the digital media industry that measures the dimensions and indicators that shape brand image among players in the industry. This paper also represents a further step in refining brand image concepts for building a stronger character of the firms in the tougher competition.
The Model of Business Strategy in The Indonesian Residential Real Estate Industry

Budi Cahyana
Popy Rufaidah
Yuyus Suryana
Diana Sari
Faculty of Economics and Business
Universitas Padjadjaran
Bandung
Indonesia
Email: budicahyana88@gmail.com;
Email: popy.rufaidah@fe.unpad.ac.id

Real estate sales growth, especially residential real estate in Indonesia, is experiencing increasingly sharp competition as developers in Indonesia grow. Competition among developers in the property industry in Indonesia is highly dependent on the business strategy undertaken by the developers. Business strategies are related to the company's efforts in achieving competitive advantage. The purpose of this paper is to propose the model of business strategy in the Indonesia residential real estate industry. The proposed model used the three main modified dimensions of business strategy, namely, cost leadership strategy, differentiation strategy and focus strategy. The paper makes several propositions to measure the conceptual model of business strategy by taking the unique characteristics of the residential real estate in offering the products to the customers. This paper is the only study that is done in the residential real estate that measures the dimension and indicator that shape business strategy. This paper also indicates an additional point in enlightening business strategy concepts for developing a deeper market penetration.
Flexible Asset Management Model Empirical Study of Manufacturing Companies Listed in Indonesian Capital Market

Sulastri
Taufiq Marwa
Isnurhadi
Faculty of Economics
Universitas Sriwijaya
Palembang
Indonesia
Email: sulastri2310@gmail.com;
Email: taufiqmarwa@unsri.ac.id;
Email: isnurhadi2020@gmail.com

The purpose of this study is to test empirically the relationship between Flexible Asset Management Model that integrates financial working capital and operational working capital fixed assets and profitability. The findings show that Financial Flow Cycle and Cash Conversion Cycle have negative effect on EBITDA while Fixed Assets/Net Sales and Liquidity have positive effect on EBITDA. It is also found that Liquidity and Fixed Assets/Net Sales have positive effect on ROI and Financial Flow Cycle as well as Cash Conversion Cycle do not have any effects on ROI. This study gives new insights to financial management literacy, which also gives managerial implication to the strategic planning and corporate financial decisions. The originality of this study is that it uses the integration between management working capital and asset management literacy on the profitability and gives empirical prove on the manufacturing companies in Indonesia.
Growth, Redistribution Income, and Poverty

Azwardi
Taufiq Marwa
Hayu Fadlun Widyasthika
Faculty of Economics
Universitas Sriwijaya
Palembang
Indonesia
Email: Azwardi_unsri@yahoo.com;
Email: Taufiqmarwa@yahoo.com;
Email: fadlun.hayu@gmail.com

The purpose of this study is to discuss the effect of growth and redistribution to the poor in Java Provinces. Using poverty decomposition method, the study uses National Socio-Economic Survey. The findings of this study show no provinces are pro poor growth in 2010. DKI Jakarta, West Java, DIY and Banten pro poor growth in 2014. Both DKI Jakarta and Banten are pro poor in 2016. Income growth is more effective in reducing poverty than income redistribution. The results of the study have practical implication to improve the government policy to overcome redistribution income in Java. The originality of the paper is the only study that is done about growth, redistribution income and poverty in Java.
Adoption of SMEs online shopper with Unified Theory of Acceptance and Uses Technology 2 (UTAUT 2) Approach Model

Fauji Sanusi
Agus David Ramdansyah
Faculty of Economics and Business
University of Sultan Ageng Tirtayasa
Serang and Cilegon
Indonesia
Email: agus.david@untirta.ac.id

The purpose of this study is to analyze the level of e-commerce adoption by consumers of Small Medium Enterprise in Banten - Indonesia with UTAUT 2 theory approach. By using PLS-SEM, this study involves 100 SMEs consumers as respondents who have been shopping SMEs products and who live in Banten.

The finding of this study is that behavioral intention of SMEs consumer using internet is 44.1% and use behavioral of them is 40.5%. The results also show that gender does not have significant factors on internet adoption.

The managerial/practical implications of the result are: increased knowledge and mastery of information technology is urgently needed, all stakeholders should promote SMEs products in online shop more aggressively and develop networking.

The originality of this paper is that this study is done in Banten with very limited consumers of SMEs online products.
The Prediction of Return on Investment Performance With Earnings Surprise Momentum Strategy

Budianto Tanudirdjo
PT MCNS Polyurethanes
Indonesia
Email: btanudirdjo@gmail.com

Etty Puji Lestari
Department of Economics
Faculty of Economics
Universitas Terbuka
Tangerang
Indonesia
Email: ettypl@ecampus.ut.ac.id

Announcement of earnings will generate earnings surprises when earnings forecast different with earnings actual. As a result, earnings surprises could generate a positive return or negative return. This study analyzes the momentum strategy that can moderate the influence that exists between the revenue of an earnings surprise with the return generated. The method used is multiple linear regressions. The findings of this study are that the revenue surprise has a positive and significant effect on the returns obtained for a period of 3 days and 10 days after the earnings announcement. The originality of the study is the use of momentum strategies based earnings surprise to predict return on investment. Mostly traders use the prediction of revenue.
Dynamic Estimation Model of Normal Cash Holdings in Non-Financial Public Companies in Indonesia

Ernie Hendrawaty SE, MSI
Faculty of Business and Economics
University of Lampung
Bandar Lampung
Indonesia
Email: ehendrawaty@gmail.com
Email: pr1nch1t4@yahoo.com

The purpose of this research is to examine factors that affect normal cash holdings of non-financial companies listed on the Indonesian Stock Exchange. There are three main factors affecting cash holding needed for operations or transactions, investment needs and precaution needs. We use dynamic regression model to determine what affects cash holdings. The results of the dynamic panel data model show that firms with high investment opportunity, large size, high cashflow volatility, high cashflow and high cash convertibility and high financial flexibility will hold more cash holdings. Companies with high investment, high leverage, and high tangible assets hold less cash. Overall, the test results support the hypothesis that firms hold cash for transaction precautionary purposes.
Demographic Factors, Financial Literacy and Tolerance Levels of Financial Risk: A Study of Potential Investors in Indonesia

Ernie Hendrawaty SE, MSI
Faculty of Business and Economics
University of Lampung
Bandar Lampung
Indonesia
Email: ehendrawaty@gmail.com
Email: prl1nch1t4@yahoo.com

The level of financial literacy in Indonesian society is still very low at 22%, varying among different financial sectors. The lowest levels of financial literacy is found at the capital market sector with only 4% and levels at capital market products only 0,1%. The Indonesian government through Authority of Financial Services (OJK) has a responsibility to educate and cultivate awareness for potential investors. OJK targets the national financial literacy levels to increase to 27,8% by 2016. Studies on the benefits of financial literacy programs remain controversial: the factors being researched are financial literacy and demographic factors. This study also investigates the role of demographic factors in making more apparent the role that financial literacy has on the risk tolerance of potential investors. Data is collected from questionnaires of 192 people. Moderated Regresion Analysis (MRA) finds that demographic factors are a significant determinant of the level of risk tolerance and the benefit of financial literacy is still inconsistent as a determinant of level of tolerance towards risk. However, the role of demographic factors is not strong enough to improve the influence of financial literacy to the level of risk tolerance. The advice for further research is to develop similar research incorporating the behavioral and psychological factors that influence investors.
Antecedent and Consequence of Islamic Destination Tourism Image

Kuncoro Budi Riyanto
Faculty of Economics and Business
University of Lampung
Bandar Lampung
Indonesia
Email: kuncoro1906@gmail.com
Email: prlnchlt4@yahoo.com

The research objective of this study is to develop the model of Islamic Destination Tourism Image. Some specific objectives of the research are to find out the effect of Islamic Attribute Dimensions and Islamic Service Quality Dimensions on Islamic Destination Tourism Image and impact on Islamic Customers Loyalty. Further, this research examines the moderating effect of religious level on the effect of Islamic Destination Tourism Image and Islamic Customer Loyalty. We use SEM analysis on data obtained from surveys of 400 Islamic Tourist respondents.
The potential zakat payment can be invested around IDR 217 billion. But, the zakat payment has been realized just about IDR 8 billion collected by Indonesian Zakat Institution. It happened because of low awareness of zakat payers. Low awareness is hypothesized because of the Islamic customer trust and customer relationship toward Indonesian Zakat Institution. Therefore, the research objective is to examine the effect of Customer relationship management, corporate image, trust on Islamic customer loyalty, moderated by level of customer religious through implementing survey design, and using 600 Zakat Institution users and SEM analysis.
Kampong Cooperatives Development and Sustainability - A Concept from Mizan Principles

Ummi Salwa Ahmad Bustamam
Nuradli Ridzwan Shah Mohd Dali
Nur Ainna Ramli
Nurshuhada Kamarudin
Khatijah Othman
Zulhamizan Ismail
Asmaddy Haris
Graduate School of Muamalat
University Sains Islam Malaysia
Nilai, Negeri Sembilan
Malaysia
Email: ummisalwa@usim.edu.my
Email: nuradli@usim.edu.my
Email: Nurainna.ramli@usim.edu.my
Email: drnurshuhada@usim.edu.my
Email: khatijah@usim.edu.my
Email: zulhamizanismail@yahoo.com
Email: hasmaddy@usim.edu.my

The world’s co-operative movement shows that co-operatives continue to grow across the globe. In the Malaysian context, neo-endogenous development model has been a focus of many studies on future rural development policies for the 21st century wherein the supporting role of cooperatives may be acknowledged especially in terms of enhancing local capacity and establishing internal and external network. In Malaysia, transformative rural development embodying the characteristics of neo-endogenous development model is embedded in several policies such as the Economic Transformation Plan and Rural Transformation Plan. Exploration into the potential of cooperative entrepreneurship is not an aberration. Throughout the world, thousands of cooperatives produce goods and service for the market and provide social condition and work opportunities. Realizing the advantages of cooperative for a community development especially in kampong, this research seeks to understand the kampong or village cooperatives development and sustainability from the mizan principles. The word mizan in Arabic means balance and consistency. On the other view, mizan is a tool that shows the value of the scales or measurement of a thing measured or weighed. Mizan principles are al-ubudiyyah, al-syura, al-hurriyah and al-musawah. Those principles are important as guidelines for the process of kampong cooperative development. This paper highlights the kampong cooperatives development and sustainability from the concept of mizan principles.
Building enduring brand relationship with consumers is the main objective of marketing for many firms, but the question is that how can they build such relationship? Based on social identity theory and congruity theory, the present research proposes that value congruity drives consumer brand identification (CBI), affective brand commitment and customer engagement (CE) directly, which results deeper relationship with hospitality brands indirectly (portrayed via brand loyalty). Further consumer brand identification influences affective commitment, customer engagement and brand loyalty. A theoretical framework is developed and then empirically investigated by using the approach of structural equation modeling. The study data were collected through a self-administered survey of 340 customers in hotel industry (four and five star hotel brands) in India. The empirical results demonstrate that value congruity has been the most representative drivers of CBI, affective commitment and customer engagement with hospitality brands. The empirical results also indicate that CBI acts as a significant predictor of affective commitment, customer engagement and ultimately loyalty. The current research offers implications to the service marketing practitioners to assist in their planning and implementation of long-term strategies for building CBI, CE and brand loyalty.
Can Firms Commit Themselves to a Program of Sustainable Social Responsible Behavior? Evidence From India

Ashok Natarajan
Tanusree Chakraborty
School of Management
Presidency University
Bangalore
State of Karnataka
India
Email: ashoknatarajan@presidencyuniversity.in
Email: tanusree@presidencyuniversity.in

Companies often communicate their commitment to sustainable social development to their stakeholders. However, companies are not often held to these commitments and therefore these commitments are not seen as a signaling mechanism. The United Nations Organization has started the UN Global Compact program that aims to mobilize organizations and stakeholders to create a world that is sustainable. The program supports companies that do business responsibly by aligning their strategies and operations with ten principles enunciated by the program. These include human rights, labor, environment, and anti-corruption principles. Companies may voluntarily commit themselves to the UN Global compact. The names of such companies are disclosed by the UN and shown as a role model to other companies and organizations. Thus a lot of prestige is attached to joining the UN Global Compact, and it may not be easy for companies to commit to the Global Compact with committing to its principles and more importantly, behaving in accordance to these principles. Further, companies have incentives to stay with the Global Compact in the long-term. Companies are mandated to carry out their Corporate Social Responsibility activities in India. All companies are required to disclose details of these activities every year. However, the UN Global Compact provides an opportunity for companies to show their commitment to these activities on a voluntary basis. There are significant costs involved in joining the Global Compact program, and hence this provides a natural experimental basis for testing a signaling hypothesis that the companies joining the UN Global Compact program are able to sustain their social responsibility activities. This study attempts to determine the characteristics of companies in India that have joined the UN Global Compact program, and how they are different from other companies in their industry. In addition, the study tries to capture the success of companies who have joined the Global Compact in sustaining their social responsibilities. The study is restricted to Indian companies due to the mandatory regulations of CSR activities, and as a control for environmental (legal, business and social) factors. The study has implications for the following areas: (i) Policy-making, (ii) Company performance evaluation, and (iii) Company valuations. It also contributes to the field of Corporate Social Responsibility and the Sustainability of companies to act responsibly.
Dynamic Capabilities Antecedents and Consequences in the Context of SME Sector in India

Himanshu Jain
Department of Management Studies
Indian Institute of Technology at Delhi
New Delhi
India
Email: himanshu.jain18@dmsiitd.org

Sanjay Dhir
Department of Management Studies
Indian Institute of Technology at Delhi
New Delhi
India
Email: sanjaydhir.iitd@gmail.com

In the era of Globalization and opening of boundaries for trade, never has there been so much focus on the word ‘competitiveness.’ Domestic players are facing tough competition from foreign players. Exploration or exploitation of dynamic capabilities are the options at hand to respond to ever changing market scenarios and stay ahead of the competition. In this paper we attempt to identify and ascertain whether the India’s 3 low ranked key pillars of Global Competitiveness Index affect the Dynamic Capabilities of Indian SME’s or not. The study is empirical in nature. Thus, Antecedents and Consequences of Dynamic Capabilities in the context of SME sector in India is the relevant title.
Modeling the Transactional Profile of Managers in Indian Service Sector --- An ISM Approach.

Neha Joshi  
DIT University  
Dehardun  
State of Uttarakhand  
India  
Email:  sanjaydhir.iitd@gmail.com

Vijay Jain  
DIT University  
Dehardun  
State of Uttarakhand  
India  
Email:  sanjaydhir.iitd@gmail.com

Interpretative structural modeling (ISM) is an interactive learning process. It is an interpretative model as it emphasizes and explains the interpretation/inference or judgment on the relationship between the items and furthermore, it also focuses on the structural framework of the elements in the form of a diagrammatic representation.

SPIRO (Pareek 1988), an instrument developed to assess the functional and dysfunctional styles of leaders in the organization has been considered for the study. Pareek described these styles as: Rescuing, Supportive, Prescriptive, Normative, Obsessive, Problem-solving, Bohemian, Innovative, Aggressive, Confronting, Sulking & Resilient. This instrument has already been tested for reliability and validity.

For the current study, six of the positive styles has been considered and priority testing has been done in order to find out the most commonly used style by managers to maintain good relations with their subordinates. A model has been developed describing the sequence of these styles and the way it is being used in the organizations by managers using the ISM approach.
High Performance Work System (HPWS) and employee Performance: Evidence from the Multinational Subsidiaries in Bangladesh

Ishraat Wahid  
School of Management  
University of Bolton  
Bolton  
England  
UK  
Email: ishraatw@yahoo.com

The telecom sector is one of the fastest growing service industries in the economy of Bangladesh. This is due to the way such services enhance the performance systems in the workplace. It is unclear, however, whether there is a significant association between elements of high performance work systems (HPWS) and employee performance, especially in the service sector. HPWS are also termed as ‘high performance organizations’ or ‘high involvement work practices’. However, these terms refer to the same general phenomenon, making it difficult to define HPWS universally.

Most of the empirical research in industrialized western countries shows strong positive associations between HPWS and organizational performance. Notably, HPWS have been found to positively affect organizational turnover, organizational productivity and organizations’ financial performance. It is fair to state that the mentioned studies were conducted mainly in Western countries; therefore an interesting question arises whether these findings are applicable to the context of developing countries. Scholars and practitioners in the field of HPWS have expressed concerns about their effectiveness in different institutional contexts given their western lineage.

This study will focus on a multi-method research approach by adopting both quantitative and qualitative method of data collection and analysis. The findings will be a useful platform for future study between HPWS in western countries and emerging South Asian economies. This study investigates HPWS in the service sector in Bangladesh with a view to creating an environment that enhances a higher level of employees’ performance. The findings from both survey and semi-structured interviews suggest that there are concerns about the effectiveness of HPWS in developing countries.
An exploratory study was pursued to validate the claim of a lower than average recidivism rate as reported by the Prison Department. The low rate attracted interest internationally and was investigated. A total of 15 personnel from each of the five open-prison centres already in operation were interviewed. They comprise 5-6 inmates, 2-3 trainers, 2 security personnel, 2 community/public personnel and 2-3 recidivists. Open ended questions were employed during the interviews. This paper is focused only on the issues related to the low recidivism rate thus reporting on the depths of the interviews in analyzing inmates’ perception, opinions, satisfaction, value judgements of the training received and making suggestions for the betterment of the rehab programmes. Additional entrepreneurial-related training would be much appreciated but will be of most value most if training on acquiring entrepreneurial skills are obtained experientially. Authorities identified financing and security issues as a big stumbling block and if these can be removed than the recidivism rate can be further reduced.
The main objective of this study is to find the impact of financial leverage on firm’ performances in Sri Lankan listed companies. Firms’ performances are measured by return on assets (ROA), return on operating assets (ROOA), return on net operating assets (RNOA) and return on equity (ROE) as dependent variables of the study. The population of this study was all listed companies in the Colombo Stock Exchange. All listed manufacturing companies in Colombo Stock Exchanges was selected as sample of the study. The study used panel dataset of thirty-three listed manufacturing companies in Sri Lanka over the period of 2012 to 2016. Further, the study mainly based on secondary data obtained from the annual reports of manufacturing companies from Colombo stock Exchange information. Annual reports used to analyze the traditional method and reformulated financial statements method using different analytical tools including ratio analysis, parried sample t test analysis, correlation analysis and regression model analysis. Separate regression and correlation were run for the overall business analysis and main business operation analysis. Based on the overall business operation analysis conclude the significant and positive impact of financial leverage on RNOA and ROE. ROA and ROOA show the negative and insignificant impact with financial leverage impact. Based on the main business operation analysis conclude the significant and negative impact of financial leverage on ROOA, RNOA and ROE. The results suggest that the Sri Lankan manufacturing companies have less consideration on their leverage impact which can contribute to the organizational performances.
Customer Attitudes Towards Mobile Advertising

M. A. Asoka Malkanthie
Department of Marketing Management
Faculty of Management Studies and Commerce
University of Sri Jayewardenepura
Nugegoda
Sri Lanka
Email: maamalkanthie@sjp.ac.lk

K.M.V.V.K. Konara
Department of Marketing Management
Faculty of Management Studies and Commerce
University of Sri Jayewardenepura
Nugegoda
Sri Lanka
Email: vindhyakonara@gmail.com

In an era of information and communication technology (ICT) becoming more and more dynamic day by day, the mobile device or the Smartphone has turned out to be a more important business tool for Sri Lanka. With the developing trends in the Smartphone usage, most of the businesses strive to maximize their sales volume via mobile marketing to promote their products and services. Users of mobile devices play an important role in this scenario whereby the investment made on the mobile advertisement will show its returns based on how they will react to it. Marketers must judge what factors will influence their attitude towards the advertising. The main objective of the study is to examine the factors that will affect customer’s attitude towards mobile advertising in Sri Lanka by giving a special reference to Colombo district. The study, descriptive in nature, has been conducted based on primary data. Hypothesis of the research developed based on the five independent variables; entertainment, information, credibility, irritation, and incentive have influenced on attitude towards mobile advertising. The study has been conducted among 150 respondents who own a mobile phone and have been exposed to any kind of a mobile advertisement before. The study shows that companies taking permission from only 35% of respondents before sending mobile advertising. Most of the customers would like to receive mobile advertising in the afternoon. Customer’s attitude towards the mobile advertising is explained by the independent variables; entertained, information, credibility and incentive have positive influence on consumer attitude.
Work-Life Balance: It’s Measurement and Constructs Validation in the Indian Context

Ansumalini Panda
Chandan Kumar Sahoo
School of Management
National Institute of Technology at Rourkela
Rourkela
State of Odisha
India
Email: ansumalini@gmail.com
Email: sahooc@nitrkl.ac.in

The theme of work-life balance (WLB) was coined in the year middle 1970s. It has introduced the view of synchronization between life of the employees and accountabilities of work. The term work-life is intertwined with concepts of work-life conflict, work-family conflict, work family enrichment and work-family interface. This concept has gained significance in recent years due to the changes in society and the workplace. There are innumerable measures for work-life balance, but the major parts are developed in the western context. So, the applicability of these measures in India always raises questions about their validity. The present organizational scenario of India embarked by the rapid change, intense work pressure, migrated workforce, technological enrichment, and the increasing number of women employees has affected the structure of organizations and lifestyle of employees. These developments create a need to develop a work-life balance measure in the Indian context. The major objective of this research is to develop and identify the measures of work-life balance in the Indian context. The research has analyzed three different dimensions of work life balance like work dimensions, family dimensions and personal/individual dimensions. The present research endeavor was carried out in two aspects of different statistical analysis. The study explored 320 valid responses from IT professionals. The basic structure of work-life balance was explored using exploratory factor analysis. Results show that some variables like flexible work pattern, health and wellness benefits, financial and non-financial benefits, family and social support, locus of control, personality are the basic ingredients of work-life balance. In the second phase, structural equation modelling was applied to confirm the measurement model found in the first one. Confirmation of the model showed that the developed instrument is robust enough to tap the work-life balance in the Indian context through convergent validity and discriminant validity. The validated model may support the practitioners by having clarity on formulation of appropriate strategies towards work life balance.
HRD Interventions, Employee Creativity and Organizational Innovation: An Empirical Study

Akriti Chaubey
Chandan Kumar Sahoo
School of Management
National Institute of Technology at Rourkela
Rourkela, State of Odisha
India
Email: akritichaubey25@gmail.com
Email: sahooc@nitrkl.ac.in

With the advent of Industry 4.0, the automobile industry is witnessing a paramount disruption due to fast and speedy changes in automation, digitalization and the modern-day concept of electric vehicles. Automobile companies are institutionalizing innovation by setting up multinational R&D centers to leverage the ecosystem and sustain this competition through global innovation network. Several studies have been conducted by researchers, focusing on enhancing creative ability of an individual. But significantly less work has been done on human resource development (HRD) interventions as an input for honing individual creative potential and innovation at the industry level. This study aims to explore the impact of HRD interventions namely training, rewards & incentives and organizational learning on employee creativity. It also investigates the effect of individual creativity on enhancing organizational Innovation. A hypothesized model is developed by combining few HRD interventions from the existing literature. The study examined 258 valid responses of middle level, and top-level executives working in four wheeler automobile manufacturing units, and Research and development (R&D) units constituted in southern India. The validity of the hypothesized model is tested through structural equation modeling (SEM).
Linking Perceived Supervisor Support and Person Job Fit to Perceived Contribution Company Value Through Job Satisfaction

Tanusree Dutta  
Assistant Professor  
Indian Institute of Management at Ranchi  
Ranchi  
State of Jharkhand  
India  
Email: tanusree@iimranchi.ac.in

Swati Dhir  
Assistant Professor  
International Management Institute  
Delhi  
India  
Email: swati.dhir@imi.edu

In recent times, services and relationship marketing highlight the importance of creating and maintaining employees’ job satisfaction which in turn affect the perceived contribution to company value. It has been shown in previous literature that there are links between perceived-supervisor support, perceived organization fit, person job-fit with job- satisfaction and the perceived contribution to company value. The purpose of this paper is to examine how perceived-supervisor support and person-job fit will affect job satisfaction, which in turn influences the perceived contribution to company value. For this study, data was collected from 220 respondents working in different organization in India. Each of the independent variables - perceived supervisor support, perceived organization fit, person job-fit, and job- satisfaction, were regressed towards the perceived contribution to company value (dependent variable). To estimate the model fit indices, the study used partial least square (PLS) Structural equation modeling. Findings suggest that there is a significant relationship between perceived supervisor support and person job fit to job satisfaction. Secondly, perceived organization and job satisfaction also have a positive impact on perceived contribution to the company value.
The Influence of Mentoring Behavior and Experiences from Abroad on Job Performance

Nurullaily Kartika
Department of Management
Faculty of Economics and Business
Universitas Airlangga
Surabaya
Indonesia
Email: nurullailykartika@gmail.com

This study is conducted to get a better understanding of mentoring from an expatriate’s perspective. This study also expects that the empirical validation of the research framework will develop to a broader framework for understanding expatriate adjustment and performance. Results were obtained from data obtained through surveys of 287 expatriates in Taiwan and Mainland China. Expatriate adjustment is a very important factor for the expatriate and the organization. Therefore, this research framework proposed to integrate the expatriate adjustment into expatriate performance. The results of this study explained that experience abroad has a positive influence on the expatriate adjustment process. Mentoring behavior is also an important factor that can enhance the success of expatriate adjustment. Moreover, this study found that expatriate adjustment has positive influence on expatriate performance.
A Model for International Learning

Joseph Mark Munoz
Tabor School of Business
Millikin University
Decatur, Illinois
USA
Email: jmunoz@millikin.edu

Anthony Liberatore
Tabor School of Business
Millikin University
Decatur, Illinois
USA
Email: afliberatore@gmail.com

Business schools around the world are exploring ways to enhance international education. Using a real-life cross-cultural MBA case competition involving a US and Chinese university, the authors discuss and assess the pedagogical model and provide pointers for success.
The Impact of Charismatic Leadership on Cross-Border Apologies

Eric S. Rhodes
Department of Management
College of Business
California State University at San Marcos
San Marcos, California
USA
Email: erhodes@csusm.edu

Dharm P. S. Bhawuk
Department of Management
College of Business
University of Hawaii at Manoa
Manoa, Hawaii
USA
Email: bhawuk@hawaii.edu

An examination of communications issued by Apple, Amazon, Kingsoft, and Alibaba in response to perceived transgressions was undertaken to assess for potential cross-border differences in how organizations apologize to consumers. It was found that the transgression responses from all four organizations were structurally similar to each other, although the responses from Alibaba and Kingsoft appear to reflect a more hostile Chinese business environment. Longitudinal analysis suggests that the apologies issued by firms under the leadership of a highly charismatic CEO primarily reflect a Prospector strategy irrespective of national headquarters, while the apologies issued under the leadership of less charismatic CEO primarily reflect an Analyzer or Defender strategy, based on the Miles and Snow framework.
Internal branding is becoming an important exercise for organizations that helps them to ensure success in business operations. Employees’ behavior and attitude are positively affected by the internal branding. However, the understanding of internal branding is yet limited. The purpose of this paper is to review several research papers on internal branding from 1978 to 2017 in order to give a clear understanding of the antecedent and consequences of internal branding. The paper aims to review the existing literature and to build the conceptual content. The review can provide insights for future research for a better understanding of practices of internal branding.
Pharma Co-patenting Impact on Innovation

Alfred Osta
School of Business
Lebanese International University
Beirut
Lebanon
Email: alfred.osta@liu.edu.lb

Bassem Maamari
Department of Management
Adnan Kassar School of Business
Lebanese American University
Beirut
Lebanon
Email: bassem.maamari@lau.edu.lb

Breakthrough innovations are crucial drivers of economic progress. They often depend on external knowledge sources that complement internal knowledge. Co-patenting is one way to achieve this combination by implementing open innovation within research and development. The purpose of this paper is to explore the impact of co-patenting on breakthrough innovations in the pharmaceutical industry. A hypothesis is tested empirically using an archival dataset comprising 866 patents in Pharma. The findings show that co-patenting has a significant positive impact on breakthrough innovations. This paper provides new empirical insights on the open innovation and co-patenting levels, leading to both academic and practical implications on the field.
Emerging Themes in Joint Venture and Acquisition Research in Africa

Richard A. Owusu
School of Business and Economics
Linnaeus University
Sweden
Email: richard.owusu@lnu.se

Nnamdi Oguji
School of Marketing and Communication
University of Vaasa
Finland
Email: nnamdi.oguji@gmail.com

The growth of African economies is attracting increased interest of foreign companies. This interest is being directed to international joint ventures (IJVs) and acquisitions as ownership modes. While these modes show increasing trust by foreign companies for African markets, they are used to deal with perceived difficulties in the African business environment by avoiding own greenfield modes. Just as with business in Africa generally, research on IJVs and acquisitions is limited. Recent systematic reviews by Ellis, Lamon, Ruis & Faifman (2015) and Oguji, Degbey and Owusu (forthcoming) have provided summaries of the research and suggested pathways for future research. In addition, a forthcoming special issue, Oguji and Owusu (Thunderbird International Business Review) is meant to further contribute to research and management knowledge of the two ownership modes. We discuss the existing research against the background of the business context and continuing liberalization and economic development in African countries, and suggest themes for further research.
What happens when cooperative organizations are created by government fiat in an emerging market? Cooperatives in developed countries develop from the ability of local communities to resolve social problems and tend to be in greater numbers within areas consisting of higher levels of civic engagement and social homogeneity. The associated skills generated by cooperative formation generates positive spillovers that enable a virtuous cycle of improved civic capacity and further cooperative formation. However, in emerging markets, cooperatives may be generated by government decree rather than optimal social forces. As such, these coops may instead suffer from the negative spillovers from the socio-political dysfunction of their surrounding environment. Through an analysis of the performance of electric cooperatives in the Philippines, we find that not only are cooperatives less efficient than their investor-owned counterparts, their performance is also more sensitive to the quality of the local government that surrounds them. We similarly discover some positive efficiency gains for firms that operate in areas with a larger community of other cooperatives.
Assessing the Entrepreneurial Intention in a Rich Country

Osama S. AL-KWIFI
Waleed Rahmat Ullah
Department of Management and Marketing
College of Business & Economics
Qatar University
Qatar
Email: oalkwifi@qu.edu.qa

The purpose of this study was to develop and test a comprehensive model incorporating insights from three distinct approaches namely behavioral, psychological and contextual factors, aiming to identify significant variables influencing entrepreneurial intention among undergraduate students in Qatar. This research was developed by involving a sample of undergraduate students enrolled in Qatar University. Data was collected via a self-administered questionnaire containing several groups of questions related to behavioral, psychological, and contextual constructs and entrepreneurial intention. In addition, two new factors that are pertinent to the region was measured. The result show that personal attitude, perceived behavioral control and self-confidence significantly influence entrepreneurial intention. In addition, other variables in the model influence entrepreneurial intention indirectly. However, performing focus groups call help in generating deeper insights into factors shaping entrepreneurial intention among undergraduate students who are faced with forces that are unique to the country, such as extreme wealth and high earning jobs to fresh graduates.
Growth Strategies and Organizational Performance of Service Companies in Malaysia: The Mediating Role of Knowledge Sharing

Saad Alaaraj  
Zainal Abidin Mohamed  
Ummi Salwa Ahmad Bustamam  
Faculty of Economics and Muamalat  
University Sains Islam Malaysia  
Nilai, Negeri Sembilan  
Malaysia  
Email: saadalarag@hotmail.com  
Email: laniaz@usim.edu.my  
Email: ummisalwa@usim.edu.my

Growth strategies (GS) are important methods for companies to survive and thrive. The majority of previous studies investigated either strategic alliance or merger and acquisition (M&A). The purpose of this study is to investigate the effect of GS and compare their effects on organizational performance (OP) of Malaysian service companies. Data was collected from 153 senior top management executives in Malaysian service companies. Partial Least Square (PLS) was used to analyze the data. The findings indicated that GS has significant effect on OP. The most important GS is strategic alliance followed by acquisition, which both affect significantly the OP of Malaysian service companies. However, merger has insignificant effect. In addition, the findings showed that knowledge sharing partially mediated the effect of GS on OP. Decision makers are advised to focus on strategic alliance and acquisition, and to create a knowledge sharing culture with their business partners.
Technology Transfer and Success Factors of SMEs Food Industry in Thailand: An Exploratory Study

Kamol Panmaung
Technopreneurship and Innovation Management Program
Graduate School of Business
Chulalongkorn University
Thailand
Email: kamol.p@gmail.com

Rath Pichayangura
Department of Biochemistry
Faculty of Science
Chulalongkorn University
Thailand
Email: Rath725@hotmail.com

Pakpachong Vadhanasindh
Department of Commerce
Faculty of Commerce and Accountancy
Chulalongkorn University
Thailand
Email: pakpachong@hotmail.com

Technology transfer is one of the tools to enhance productivity and efficiency of businesses and thus increase competitiveness. SMEs regularly rely on external sources of technical and technological assistances. This study aims to explore and identify factors and indicators that affect the success of technology transfer projects in Thai’s SMEs. The External factor, the Strategic and Management factor, the R&D factor, the Technological and Manufacturing factor, the Marketing factor, and the Human Resource factor have been outlined in previous studies. A group of SMEs was interviewed, and results showed positive consensus on all factors. The interviews also revealed new factors, including an ability to find the right solution for marketing needs, an ability to understand scientific and technical elements in actual patents, and an ability to translate patent’s technical data to actual production.
The Impact of Human Capital on Access to Financial Services for SMEs: Does Gender matter? A Comparative study of Botswana and Tanzania

Gladness L. Monametsi
School of Business
Botswana Open University
Botswana
Email: gladnessmonametsi@gmail.com

Kezia H. Mkwizu
School of Business
Open University of Tanzania
Tanzania
Email: kmkwizu@hotmail.com

Tobias A. Swai
School of Business
University of Dar es Salaam
Tanzania
Email: tobyswai@gmail.com

This paper aims to analyze gender differences in the impact of human capital on access to financial services for SMEs. The specific objective is to determine male and female differences in the impact of human capital on access to financial services for SMEs. Data for comparative purposes was collected from Gaborone, Botswana and Dar es Salaam, Tanzania which serve as the study areas. The sample size is 115 SMEs in the manufacturing sector. This study is a research-in-progress and applies a quantitative approach. Data was analyzed using descriptive statistics and findings reveal differences and similarities in gender between Botswana and Tanzania.
The Effect Of Tax Ratio And Good Government Governance On Economic Growth In Asean Countries

Marselina,
Finidya Demarani
Arivina Ratih
Economic and Business Faculty
University of Lampung
Bandar Lampung
Indonesia
Email: ikbal_tawakal@yahoo.com
Email: finidyad@gmail.com
Email: arivinaratih@gmail.com

Every country has an interest in promoting economic growth through taxation and good government governance. Good government governance creates a trust of community as evidenced by levying taxes on its citizens and attracting investors. The purpose of this study is to investigate the effect of tax ratio and good government governance on economic growth. The ASEAN region became the location of research because of its status as the axis of the new world economy. Using panel data, the results obtained are that all elements of government governance such government effectiveness, regulatory quality, rule of law and control of corruption, together with tax ratio affect economic growth. To promote economic growth, in addition to reforming the taxation sector, the government must implement good government governance by providing the best service to the community, eradicating corruption, enforcing rules and regulations, creating rules and legislation of good quality, fair and consistently run.
What Increases Customer Satisfaction in The Restaurant Industry?

Joelle F. Majdalani
Department of Marketing
Adnan Kassar School of Business
Lebanese American University
Beirut
Lebanon
Email: jhachem@lau.edu.lb

Bassem E. Maamari
Department of Management
Adnan Kassar School of Business
Lebanese American University
Beirut
Lebanon
Email: bassem.maamari@lau.edu.lb

Linking managers’ emotional intelligence based on previous studies by Li et al, (2012), this study attempts to find out if the relationship between managers high EI and customers’ satisfaction is mediated by employees’ performance. It tests a novel link between the frameworks of EI, performance and customer satisfaction in the food retail sector. This vibrant and growing service sector is explored using multi-dimensional aspects in a quantitative study using three surveys one for managers, one for employees and one for customers. The findings correlate to customers’ evaluation of the service received by the immediate service provider, and the inherent managerial capabilities.
A Study of Purchase Intention of International Fast-Fashion Brands of Malaysian Gen Y Consumers

Derek Ong Lai Teik
Lee Wan Shan
School of Business
Sunway University
Malaysia
Email: dereko@sunway.edu.my
Email: 12024295@imail.sunway.edu.my

Generation Y consumers have become increasingly fashion conscious, contributing to the growth of the fashion industry, particularly with a keen interest in international fast-fashion brands. Underlined by the consumer behaviour expectancy theory and theory of planned behaviour this study seeks to investigate the factors of brand image, perceived quality and country of origin affecting their purchase intention. Purposive sampling of 200 online survey using Google Docs targeted Generation Y respondents. Results from the Multi Linear Regression show that brand image and perceived quality of fast fashion brands in Malaysia are important to purchase intention of Generation Y and that country of origin does not play a significant role. The findings recommend that new and upcoming intentional brands have the ability to market on the same level playing field as established brands regardless of country so long as they can capture the strong brand image of the Generation Y consumers effectively.
For last two decades, the role of a host country’s Government in attracting Foreign Direct Investment (FDI) remains an important issue of debate in academia as well as among policymakers. This paper contributes to our existing knowledge of Government initiatives as a FDI determinant through the formulation of a ‘FDI Attraction Index’ which can be one important route in advancing our knowledge regarding the importance of different Government initiatives in attracting FDI. This study also provides empirical evidence on the relationship between individual host country Government initiatives and inward FDI. This study investigates the relationship between net inward FDI and Government initiatives through using a panel data analysis on 41 Least Developed Countries, and evidences that “FDI Attraction” can be a significant factor in attracting FDI which along with its academic contribution to knowledge also bears important policy implications.
CRM and Firm Performance in Hotel Industry: Managers Perspective in an Emerging Market

Wambui E. K. Ng’ang’a  
Department of Hotel and Hospitality Management  
School of Business & Management Sciences  
University of Eldoret  
Eldoret  
Kenya  
Email: wambuikaranjae@gmail.com

Davies Mbaabu Kajogu  
Department of Marketing & Logistics  
School of Business & Economics  
Moi University  
Eldoret  
Kenya  
Email: davies.kajogu@sc.com

Emily Mworia Chemojor  
School of Business & Economics  
Moi University  
Eldoret  
Kenya

Developed and emerging markets are undergoing major transformations and customer Relationship Management (CRM) is considered critical to firm performance. This paper seeks to empirically establish the effect that CRM has on dimensions of performance of selected hotels in Kenya. The study is anchored on Relationship Marketing (RM) theory. The study employed explanatory research design and sampled 330 key informants from a target population of about 630 managers in 210 hotels listed under Kenya Association of Hotelkeepers and Caterers (KAHC). Data was collected using a structured questionnaire with items anchored on a five-point Likert scale. A stepwise regression model was used to analyze data. Findings indicated that Knowledge Management (KM) had the highest positive and significant effect on firm performance, followed by customer orientation, CRM organization and CRM technology respectively. Thus, the study concludes that adoption of KM, customer orientation, CRM organization and CRM technology would enhance firm performance.
Managing Innovative Communication Tools in Hotel Tourism

Bassem E. Maamari
Department of Management
Adnan Kassar School of Business
Lebanese American University
Beirut
Lebanon
Email: bassem.maamari@lau.edu.lb

Johnny C. Chaanine
School of Business
Notre-Dame University
Zouk Mosbeh
Lebanon

Innovative technologies including social media are invading the business world with feedback on services rendered and other factors, affecting these firms’ business. Social media users today are becoming ever more aggressive in their posting behavior, pausing as a fourth party assessment agency of many sectors, most importantly hotel services. The moderating effect of the personal competencies of these social media users in the relationship between hotel satisfaction and emotional stability on one side and their posting behavior on the other warrants a closer look. Using standard statistical analysis using SPSS, as well as Structured Equation Modeling through AMOS, the results clearly show that efficacy is playing a role in this respect, while their personal emotional stability seems to be less effective.
Vertical Trade Integration on Indonesian Electrical and Electronics Industries

Dyah Wulan Sari
Faculty of Economics and Business
Airlangga University
Jawa Timur, East Java,
Indonesia
Email: dyah-wulansari@feb.unair.ac.id

Nooraini Khalifah
Faculty of Economics and Business
National University of Malaysia
Kuala Lumpur
Malaysia
Email: khalifah@ukm.edu.my

Suyanto
Faculty of Economics and Business
University of Surabaya
Surabaya, East Java
Indonesia
Email: suyanto@ubaya.ac.id

Tri Haryanto
Faculty of Economics and Business
Airlangga University
Jawa Timur, East Java
Indonesia
Email: soemantri2@yahoo.com

This paper deals with firm level data of Indonesian electrical and electronics industries in determining a firm’s production, especially among export intensity and vertical trade integration. The results demonstrate that vertical trade integration is a significant determinant of a firm’s production while export intensity is not. The policy implications of these results might not support totally for policies promoting export in Indonesian electrical and electronics industries. Export policies within the context of vertical trade and global production value chains should be conducted with caution.
The Impact of Peer Based Strategies and Organizational Legitimacy on Women’s Promotion: Policing as a Public Sector Case

Werner Soontiens
School of Business
Notre Dame University of Australia
Fremantle, Western Australia
Australia
Email: werner.soontiens@nd.edu.au

Mary Anthony
School of Business
Sunway University
Malaysia
Email: marya@sunway.edu.my

A plethora of studies confirm the slow progress of women in key leadership roles. Threading applications of institutional and legitimacy theories of a public sector, our study focuses on police as a public sector gendered organization. This paper reflects on the progress of policewomen on their promotion experiences, observations, attitudes and strategies. It determines a particular focus on peer support throughout promotion pursuit, a strategic approach to reach the top level and the legitimization and support of the institutional character of the organization. The study undertakes a phenomenological approach through semi structured interviews conducted with forty American and Australian policewomen in middle management positions. The qualitative study finds that despite the subsequent growth of women into leadership roles, the number of women in senior positions remains low. A key finding shows that policewomen maneuvers through the barriers and opportunities in an upward mobility powered by peer engagement thus creating a new meaning to leader identity.
The Role of Stakeholder Management in Public Sector Infrastructure Projects of Pakistan

Asadullah Khan
Faculty of Industrial Management
University of Malaysia at Pahang
Gambang, Kuantan, State of Pahang
Malaysia
Email: asad@kiu.edu.pk

Muhammad Waris
Faculty of Industrial Management
University of Malaysia at Pahang
Gambang, Kuantan, State of Pahang
Malaysia
Email: waris@ump.edu.my

Ishak Ismail
Faculty of Industrial Management
University of Malaysia at Pahang
Gambang, Kuantan, State of Pahang
Malaysia.
Email: ishakismail@ump.edu.my

Mehfooz Ullah
Faculty of Industrial Management,
University of Malaysia at Pahang
Gambang, Kuantan, State of Pahang
Malaysia
Email: mehfoozullah@kiu.edu.pk

In developing countries, public sector infrastructure projects are becoming increasingly more complex due to the varying nature of stakeholders and their expectations from the government. Hence, policy makers and sponsoring agencies are focusing more on stakeholder management to ensure smooth execution, performance and achieving better outcomes in government-sponsored projects. This study has reviewed the public sector infrastructure development projects undertaken in the Northern region of Pakistan. A systematic appraisal of the relevant documents and literature was conducted to explore the factors that negatively affect project performance. The analysis has revealed that besides many other causes of government’s development plans failures, inefficient stakeholder management is the highest ranking inhibitor of project performance. This research aims to develop guidelines to improve the effectiveness of stakeholder management through better decision-making strategies.
Strategic Flexibility and Innovation of an Organization Using Electric Circuit Framework - SAP-LAP Analysis

Shivang Baijal
Netaji Subhas Institute of Technology
University of Delhi
Delhi
India

Sanjay Dhir
Department of Management Studies
Indian Institute of Technology at Delhi
New Delhi
India
Email: sanjaydhir.iitd@gmail.com

This paper’s primary objective is to develop an analogy between the simple electric circuits and various components of an organization to understand its strategic flexibility by developing an appropriate analogous framework. The paper leverages pre-existing methodologies of strategic innovation and flexibility to compare it with the basic components of electric circuits and develop a whole methodology to measure and capture the holistic view of the inner functionality of an organization. The circuit basic components like current, voltage and resistance are compared to pre-existing SAP Framework (Situation-Voltage, Actor-Resistance, Current Flow-Process Flow) coupled with LAP framework to understand Power(P=VI as performance), circuit design(learning) and circuit design implementation(Action) for any organization. The framework tries to capture the interaction between different resistors(Actors) of the circuit. In addition to SAP-LAP, the framework also tries to explain the internal effects of different types of diversification including joint ventures, strategic alliances, mergers and acquisitions. The framework tries to develop a Kirchhoff’s law of innovation and understands the correlation between constraints of situations linked with process flow linked with innovative product acting as an actor in contrast with the voltage, current and resistance in a simple electric circuit.

The framework also dwells to acknowledge the change in the internal framework of organization due to different type of innovation like architectural innovation, incremental innovation, radical innovation and disruptive innovation using the different circuit design in terms of resistance acting as product for organization.
With the sparse literature on the relationship of host country factors and the ownership of foreign affiliates (joint venture or wholly-owned foreign affiliates), the present study adds to the literature by investigating the impact of shared ownership of parent firm with local partners on the financing strategy of parent firm in financing their outward direct investment in foreign affiliates. The results of random-effects panel regression reveal that controlled for parent firm’s ownership advantages, and the factors of the industry to which it belongs in home country, the propensity of providing parent debt to foreign affiliates reduces. This is attributed to the easy availability of external loans by dispelling the uncertainties posed by external environment with the help of knowledge possessed by local partners. So, sharing the ownership with local partners results in transaction cost economies. On the contrary, when controlled for host country factors, shared ownership increases the provision of parent debt. This indicates that the parent firm may not be reaping the benefit of shared ownership in its financing strategy, resulting in cost of shared ownership.
Revenue Diversification and Bank Performance: An Empirical Study of Indian Commercial Banks

Udit Gupta
Department of Management Studies
Indian Institute of Technology at Delhi
New Delhi
India
Email: Udit0206@Gmail.Com

The Indian banking sector incorporated non-interest income products and services in their existing business after the liberalisation policy of 1991. Today, less than 16% of the total income in Indian commercial banks comes from non-interest sources. This paper examines the impact of revenue diversification across interest and non-interest income and within non-interest income on bank performance and risk for the Indian commercial banks. The effect of ownership on income diversification and risk and determinants of non-interest income are also investigated in this study. Using a panel data set of 21 Public sector banks and 17 Private domestic banks, which covers 95% of the Indian banking market measured by bank deposits, between FY 2006-FY 2017 and using Herfindahl-Hirschman Index to measure diversification, the results in this paper are consistent to the existing literature on developing economies. The results provide empirical evidence that a shift towards non-interest income generating activities enhances bank’s performance measured by Risk Adjusted Return on Assets (RAROA), reduces volatility of risk adjusted returns and lowers the probability of bank’s insolvency as measured by the Z-score, in the Indian banking industry. The results also show that revenue diversification within non-interest income towards non-traditional revenue generating activities reduces non-interest income for the overall banking industry. Further the study provides consistent results with the popular convention that ownership does matter in pursuance on non-interest income and public sector banks are less likely to pursue non-interest income as compared to the private sector banks. The implication of this study is that the Indian banking sector can use these findings to reap diversification benefits depending on their specific characteristics, competencies and risk levels.
The aim of the study is to explore how consumers’ cognitive and affirmative interpretation about meat attributes influence their intention for purchasing meat in Bangladesh. A total of 286 data points were selected to perform EFA, CFA, and SEM and test the validity of the model. The findings show that consumers’ cognitive and affirmative interpretation about meat price are statistically significant, which positively motivates customers to purchase meat. However, when health benefits, purchase convenience and availability of meat are interpreted by consumers’ cognition and affirmation, they do not statistically and positively influence consumers’ intention to purchase the meat. In addition, consumers’ family size and their regular habits significantly affect their intention to purchase meat. Therefore, this empirical study provides guidance for meat stakeholders to develop strategies for preventing food adulteration, increasing convenience of consumers’ purchasing interest, expanding meat market, and mitigating the demand of animal protein in Bangladesh.

Originality/value – The model of the study is based on the theory of cognitive dissonance. The study specifies consumers’ cognitive and affirmative factors to develop the model, interpret the meat attributes, and explore consumers’ intention to purchase meat.
Why do Servant Leadership Behaviors Matter??

Muhammad Hashim
Lecturer
Government College of Management Sciences
Peshawar
State of Khyber Pakhtunkhwa
Pakistan
Email: mhashimpk001@gmail.com

Leadership is experiencing a tectonic and elongated shift. There is unending management disparity and groups are not being properly managed and vanguarded in many organizations. To grow further, leadership approaches should be refreshed with change and equipped with modern ways of value, directorship and initiative. Leadership philosophies should be learned and distinguished between good and bad. Propensity towards learning is a key source to success. The game can only be won when appropriate leadership style is identified and properly implemented, so that it helps followers in decision making and enhances their creativity. This means empowering the new generation, paving the way to high performance systems and opening doors to grab opportunities and competitiveness.
Can Servant Leaders Enhance Their Disciples’ Creativity?

Muhammad Hashim
Government College of Management Sciences
Peshawar
State of Khyber Pakhtunkhwa
Pakistan
Email: mhashimpk001@gmail.com

This study investigated the role of leader-member exchange (LMX) as mediating in the association between subordinates’ creativity and servant leadership. Behavior of servant leadership such as emotional healing, altruistic calling, wisdom, persuasive mapping and organizational stewardship were the predictors of follower creativity. Data was collected form 280 academicians working in public sectors universities of Peshawar through surveys. Findings showed that the impact of servant leadership on disciples’ creativity was strong with the mediation of LMX. Furthermore, the results proved that LMX enhanced creativity both directly and indirectly. The theoretical and practical implications of these findings are discussed.
A Study Of Customer Perception Towards Service Quality Provided By Commercial Banks In Hyderabad

Prasant Kumar Choudhury
Pendekanti Institute of Management
Hyderabad
India
Email: prasant@pimhyd.ac.in
Email: pkc0106@gmail.com

Bhavan Narayana Kandala
Pendekanti Institute of Management
Hyderabad
India
Email: dr.bhavan@pimhyd.ac.in
Email: bhavannkandala@gmail.com

INTRODUCTION: The banking and financial sector has a vital role to play in the economic development of Indian economy. It is same with other countries also.

SIGNIFICANCE: During Financial Year 2016-17 in India deposits grew up at a CAGR of 12.03 and registered 1.54 trillion rupees, it signify the study.

LITERATURE REVIEW: Parasuraman, Berry and Zeithmal had built a conceptual model of service quality and developed a questionnaire called SERVQUAL used frequently for measurement for service quality.

RELEVANCE: In the era of global competition the India banking and financial sector has come to realize the importance of marketing its services.

OBJECTIVES: To examine in details customers’ perception with regards to ‘quality of services’ expected by customers and those actually provided by bank.

HYPOTHESIS H0: There is no significant association between ‘Customer Perception’ and ‘Service Quality’.

DATA COLLECTION: By and large ‘Primary survey’ and ‘Secondary data’ collection methods used.

METHODOLOGY: The sampling method proposed is a non-probability method of sampling i.e. ‘Judgment sampling’ and ‘Purposive’ methods are deployed.
LIMITATION: Limitation due to various practical problems and constraints undertaking the primary survey would be confined to a few important banks of Hyderabad.

SCOPE: is broad and comprehensive treatment of every aspect of service quality may not be possible.

CONCLUSION: The present research study on quality service provided by commercial banks to customer will certain be an eye opener for all those who are interested in ensuring a better deal for customer at large.

IMPLICATION: The study will also help the commercial bank to know customer perception about their service delivery gaps and may help them to take necessary steps to improve the same.

SAMPLE SIZE: 150 bank customers are surveyed from selected banks in Hyderabad.

ORIGINALITY / VALUE: This paper associates a significant body of literature within a customized research and hence the title “A Study of customer perception towards service quality provided by commercial banks in Hyderabad” (315 words)
This study aims to determine the effectiveness of poverty alleviation programs based on aid and social protection or Family Hope Program (FHP). Effectiveness is seen from the input aspect (right on target), the process (all stages are followed by the participants), and the output (poverty is reduced). Using purposive sampling technique, 381 beneficiary respondents were interviewed and observed. Scoring results in the likert scale, respondents' answers are compared with the ideal criteria in the guidelines set by the government.

The result of the research shows that FHP program is effective from the input side because 80.76% of the target beneficiaries are Very Poor Household. From the process aspect, this program has not been effective because not all health program stages are run by the participants as not all pregnant women have supplement Fe and perform post-natal care checks, and not all infants aged 0-11 months checked to the puskesmas, not all toddlers 0-11 months of age get Vitamin A. This stage is not running well because the program is not equipped with additional funds adequate transportation for the participants coming several times to the puskesmas. The impact of the output side, the program is good enough, the poverty rate decreased slightly from 10.96 percent to 10.64 percent, as well as the imbalance shown with the gini coefficient fell from 0.408 to 0.393. Based on the results of interviews, in order for this program to have a major impact on the reduction of poverty, it is necessary among others, the use of non-cash benefits, evaluation of the accuracy of the beneficiaries, need additional non-cash food assistance program.
Halting Wasteful Consumption: The Negative Implications of a Good Role Model

Maggie Y. Chu
Lee Shau Kee School of Business & Administration
Open University of Hong Kong
Hong Kong
China
Email: myychu@ouhk.edu.hk

Frederick H. K. Yim
Department of Marketing
Hong Kong Baptist University
Hong Kong
China
Email: fredyim@hkbu.edu.hk

In many resource-abundant societies, people have become accustomed to a consumption-led lifestyle. Products that are just partially used are often thrown away, leading to an unprecedented growth of solid waste. It is high time to call for a change in consumer behaviors. A common tactic for changing someone’s behavior is to show the person a positive role model (e.g., a consumer who makes conscious attempt to minimize waste). However, we believe that it may result in a backfire effect when the audience engages in a social comparison process. The contrast between the positive role model and the self may lead the audience to perceive themselves as not being the same type of people as the role model and therefore become less likely to engage in the behaviors the role model demonstrates. This is likely to occur when the positive role model shares similarity with the audience and when self-uncertainty is high.
Green Tourism Strategy: An Indonesian Perspective in Eco-Tourism

Satria Bangsawan
Mahrina Sari MS
Faculty of Economics and Business
University of Lampung
Bander Lampung
Indonesia
Email: satria.bangsawan61@gmail.com
Email: prlnchlt4@yahoo.com

This study’s objective is to find out what kinds of strategies would be developed in dealing with green tourism development in Indonesia. The strategies developed are based on an exploratory study of Focus Group Discussion with 40 relevant stakeholders (20 domestic tourists coming to Marine Tourism Destination Pahawang and Teluk Kiluan Island, and also Elephant School of Way Kambas, Lampung Province; 5 members of Indonesian Travel and Tourism Association, Chapter Lampung Province; 3 Tourism Lampung Government Institution representatives; 5 people as Local Community representatives in Lampung Tourism Destination; 3 tourism practitioners; 4 academic experts in management and marketing Tourism. Then, followed by in depth interview of 20 more local tourists and societies in the surrounding environment of the Tourism Destination, and observation. Data results has been analysed by SWOT analysis. The SWOT performed the implementation of integrated green tourism strategy aligning with the development of green tourism government policy or rules. Other kinds of strategies are also developed and further discussed.
Corporate Social Responsibility Image Model in Indonesian Consumer Behavior Perspective

Mahrina Sari MS
Faculty of Economics and Business
University of Lampung
Bander Lampung
Indonesia
Email: prlnch1t4@yahoo.com

The objective of this study is to develop the model of Corporate Social Responsibility (CSR) Image in consumer behavior perspectives. This research examines the effect of CSR Image on Brand Equity and Purchase Intention, mediated by Brand Preference. 700 potential customers of goods in the low product involvement category were surveyed, particularly in the beverage and toiletries industry in Indonesia. SEM Analysis was used to analyze the 664 usable responses. Results show that CSR image has a significantly positive effect on Brand Equity and Brand equity also has a significantly positive effect on Purchase Intention, mediated by Brand Preference.
Resource based view (RBV) resource ownership is the foundation for creating superior performance. Initial research found that resource ownership is not the main factor of excellence. This study aims to analyze the possession of distinctive capabilities as active activators capable of producing better performance than passive resource ownership. The study was conducted on the Regional Development Bank (BPD) in Indonesia which has many similar resources, but differences in performance. This research uses mixed method research design. The first stage is to collect questionnaire data on top management or representing and secondary financial data from 26 BPD for quantitative data analysis. Quantitative data processing uses path analysis to examine the relationship between functional, cultural, regulatory, and position capability dimensions to distinctive capability variable. The second stage is the collection of information through in-depth interviews and focus group discussions with the leaders of BPD and the Association of Regional Banks (Asbanda). In the second stage, field observations and interviews with BPD employees were also conducted. A second phase process is performed to assess the results of the quantitative data in the first stage. The results show that the possession of functional capabilities has a strong influence in building distinctive capabilities. The findings indicate that BPD needs to develop functional capabilities associated with the bank intermediation function. Success in intermediation is determined by capabilities in segmenting markets to create and market products and services effectively and efficiently.
Factors Influencing Corporate Brand Equity in Thai Boxing Sports Entertainment Business Sector

Pawitpol Bhaibulaya
Nuttawut Rojniruttikul
College of Management and Administration
King Mongkut’s Institute of Technology at Ladkrabang
Bangkok
Thailand
E-Mail: pawitpolb@limmat.co.th
E-Mail: nuttawut.ro@kmitl.ac.th

In today’s changing world market, the establishment of new community plays a significant role for corporate brand equity. The rapid expansion of social media channels could stimulate communication and brand experience sharing. The purpose of this study is to study the factors that influence the corporate brand equity in the Thai boxing and entertainment business sector. The sample for this research are 340 respondents who attended Thai boxing events. Data were analyzed by using Structural Equation Model analysis. The main finding is communitization, social marketing, and brand experience could influence corporate brand equity in Thai boxing and entertainment business sector.
Students’ Acceptance of Online Courses: An Empirical Study in Sri Lankan State Universities

Wijewardene U. P.
Azam. S. M. F.
Khatibi A.
Graduate School of Management
Management & Science University
Shah Alam, Selangor
Malaysia
Email: sumith.mgt@gmail.com

This study comprehensively assessed the nomothetic validity of unified theory of acceptance and use of technology (UTAUT) in a voluntary environment with respect to Sri Lankan higher education. State university students in Sri Lanka who are having online learning experience were considered as the target population and the model of this study was tested with a field sample of 348 students. A measuring instrument with 5-point likert scale has used to obtain responses. First, the descriptive statistics of the study elaborated the primary data of the analysis. Secondly, the regression analysis was applied to analyze the relationships demarcated in the theoretical model of the study. Subsequently, the hypotheses were substantiated by emphasizing the relationship among antecedents and online course acceptance. The factors that are highly influential to enhance the level of technology acceptance of online courses were filtered at the end in order to take necessary management decisions and investments.
Review of "Irrational Exuberance" and "Efficient Market" Hypothesis in the Context of Brownian Motion

Mohammad Khoshnevisan  
Department of Finance  
College of Business Administration  
Ajman University  
Ajman  
United Arab Emirates  
Email: m.khoshnevisan@ajman.ac.ae

The motivation for writing this paper comes from my e-mail on October 15, 2017 to 2013 Nobel Laureate Robert Shiller, and his reply on October 15, 2017. Robert Shiller delivered a lecture at London School of Economics and Political Science (LSE) and said that some economists believe that economics is just like Newtonian mechanics that works in the absence of friction. This is probably true when we are talking about stocks. However, in this paper I argue that the law of physics can also be applied to the behavior of investors, and the irrational or rational behavior of investors can be elucidated in the context of the laws of physics.
This study aims to develop a structural equation model to explain factors influencing innovative behavior of production employees in Thai animal feed manufacturers. The researcher collected data from 382 senior managers of animal feed manufacturing companies. The result showed that innovative atmosphere (IA) had direct influence on innovation-stimulating leadership behavior. Innovative atmosphere had direct influence on innovation behavior. Contacts outside the organization had direct influence on innovation-stimulating leadership behavior and innovative behavior. Innovation-stimulating leadership behavior had direct influence on innovation behavior. Organizational innovation had direct influence on intrinsic motivation and intrinsic motivation had direct influence on innovative behavior. The model of innovative behavior from factors promoting innovative behavior could explain the innovative behavior by 75.3%. Therefore, the leader should support the exploration and discovery behavior of the idea that would create novel things to the organization. This would enhance competitiveness of domestic animal feed manufacturing.
Assessing Higher Education performance in Indonesia: Between Efficiency Score and University Rank

Cipto Wardoyo  
Aulia Herdiani  
Sulastri  
Sulikah  
Department of Accounting  
Faculty of Economics  
Universitas Negeri Malang  
Indonesia  
Email: aulia.herdiani.fe@um.ac.id

This study aims to analyze the necessity of performance evaluation in higher education institutions based on the benchmarking model of Educational Development Efficiency (EDE) to analyze the inclination of stakeholders in making decisions. The finding of this study is to predict the inclination of stakeholder based on provided assessment factors. The results of this study support previous studies where input variables in EDE model significantly influence the quality of university outcomes. Furthermore, the quality of academic services and comprehensive quality of educational institution are emphasized by stakeholders in choosing program and university, while the rank issued by National Accreditation Institution of Higher Education in Indonesia contributes as supporting information. The originality of the paper is that this study has been done toward the stakeholders of public universities in Indonesia by examining their understanding of higher education performance and this done by National Accreditation Institution of Higher Education in Indonesia.
The objective of this study is to examine the adoption of the electronics logistics information systems in the healthcare industry in Thailand by using the Structural Equation Modeling (SEM) approach. Neural networks are then employed to test the research model. These approaches are applied to analyze the effect of all independent constructs and behavioral intention to adopt e-logistics information system by healthcare workers. Unified Theory of Acceptance and Use of Technology 2 (UTAUT2) was used to examine electronics logistics information system adoption in the hospitals. CFA was applied to determine how well the measured variables represent the constructs. SEM was then introduced to analyze the relationship among the variables. Lastly, neural network were applied to predict the relative importance of each independent variable. The study from SEM found that seven potential variables of behavioral intention from UTAUT2 for the adoption of e-logistics can be compressed into six variables. Three significant variables for the e-logistics in hospital adoption which are performance expectancy, perceived ease of used, and habit are proven to be statistically significant. The results were confirmed by backpropagation neural network.
The Process of New and Small Firm Growth: Who Leads the Transition?

Lee N. Miller  
School of Business  
International College  
Burapha University  
Tambon Saen Suk  
Chang Wat Chon Buri  
Thailand  
Email: lee.mi@buu.ac.th

This study tested one of the characteristic events of the early growth process as described by Greiner (1972) in an attempt to gain a better understanding of how new and small firms grow. Specifically, this study attempts to determine whether or not entrepreneurs step aside to permit their firms to grow. This study dichotomized founders of larger firms as ambitious entrepreneurs and founders of smaller firms as lifestyle entrepreneurs. It was hypothesized that, in contrast to the Greiner model predictions, the proportion of small (lifestyle) firms operating without active founders (8 years after founding) would exceed the proportion of larger (ambitious) firms doing so. The Kauffman Firm Survey data set was used to test the hypothesis utilizing a comparison of proportions. The test of the hypothesis was not supported, likely due to the very small number of any firms, large or small, found to be operating without active founders. Thus, it was concluded that founders do not seem to voluntarily step aside for either firm growth or lifestyle reasons.
Bangsaen Coastal Tourism and Management: A Field Study of Beach Activities and Their Influences

Rungnapha Khamung
Department of International Hospitality and Tourism Management
International College
Burapha University
Tambon Saen Suk
Chang Wat Chon Buri
Thailand
Email: rungnaphak@buu.ac.th

Tourists at Bangsaen beach are faced with abundant debris of plastic waste at low tide, traffic congestion during the peak season, and competitive vending businesses in an overcrowded atmosphere. The author conducted a field study at the beach of Bangsaen, Thailand to investigate the current beach activities, the attractions, the problems, and the environmental impacts to this coastal destination. This paper collected field data, analyzed the problems, and drew findings to propose strategies for the integration of sustainable coastal tourism management at this location. It recommends that a. monotonous tourist destination needs to have recreational varieties; b. traffic congestion needs to have tourist displacement attractions; c. degraded beach atmosphere needs to have quality sunbeds and relaxed environment; d. informal sector with low-income needs to diversify economic opportunities; and e. successful tourism management is based on sound tourism planning and development. Coastal tourism touches upon the local people’s daily lives, economic outcomes, and environmental impacts, which require a suitable strategic management plan.
Causal Factors that impact Enterprise Risk Management and Firm Financial Performance for Energy Efficiency Services

Pijaya Chartpolrak  
Sorasak Tang Thong  
Faculty of Administration and Management  
King Mongut’s Institute of Technology at Ladkabang  
Bangkok  
Thailand  
Email: pijayac@gmail.com  
Email: ajsorasak@yahoo.com

Energy efficiency service companies (EEs) in Thailand should have promising futures as they are supported by national policy, nevertheless they have been facing barriers or risk drivers impeding growth and financial performance. This study investigates risk categories, contingent variables, and key aspects of risk management to be employed by ERM system that should be able to improve firm financial performance for EEs in a holistic view. This study received surveyed attitudes towards risk drivers in each category from 225 samples of 609 total population. The empirical evidence from the findings concluded that enterprise risk management during 2013-2015 insignificantly affected positive firm financial performance. The implication of these results is that the adoption of enterprise risk management by EEs was in immature stages, thus resulting in low influence to firm financial performance during Thailand political turmoil. As such, EEs should address and focus on factors that render betterment of ERM system by incorporating strategic risk, operation risk, financial risk, firm complexity, firm size, monitoring by the board of directors, effective risk management on strategy, operation, reporting, and compliance, in line with theories, to improve firm financial performance measured by ROE, ROA, and EPS.
Servant Leadership and Job Satisfaction Among Academicians

Muhammad Hashim  
Government College of Management Sciences, Peshawar, Pakistan  
Preston University, Islamabad, Pakistan  
School of Management  
Universiti Sains Malaysia  
Penang  
Malaysia  
Email: mhashimpk001@gmail.com

The servant leadership model is a values-based leadership philosophy that advances service, encourages trust, collaboration, future-orientation, willingness to listen, and employs moral power to empower others and pay attention to moral and spiritual behaviors. This study of full-time academicians examined whether each dimension of servant leadership (altruistic calling, emotional healing, wisdom, persuasive mapping and organizational stewardship) has an impact on workplace related outcomes. Drawing on a data of 335 academicians of higher education institutions, we found support for the direct effect of the all dimensions of servant leadership on job satisfaction. These findings contribute to servant leadership behaviors, in common to values-based leadership, which potentially may add novel literature about the impact of servant leadership behaviors on academicians.
Impact of Business Process Reengineering on Telecom Companies: A Case Study

Ramakanth M.V. B.
Bharat Sanchar Nigam Limited
Hyderabad
India
Email: ramakanthmarepalli@gmail.com

Jagadeesh Kumar
Faculty of Management
Jawaharlal Nehru Technological University
Hyderabad
India
Email: jagadeesh.research@gmail.com

The rapid change in technologies, customer needs and increased customer awareness force the Telecom Service providers in India to focus on Service Quality and Customer Satisfaction to increase market share, retain existing customers and attract new customers in the present competitive scenario. The purpose of this research paper is to assess the impact of managerial tools like Business Process Reengineering (BPR) has on the improvement in the performance of a company. A sample survey is conducted on internal customers’ (employees) perception of Bharat Sanchar Nigam Limited (BSNL), a government owned Telecom Company in India to study the pre and post BPR effects. A sample size of 711 covering all of India in BSNL is collected and a statistical analysis is carried out and empirical results are analyzed using SPSS (ver. 21). Descriptive statistical tests such as ANOVA and paired t test are executed. A dynamic model for effective implementation of BPR in BSNL is proposed to achieve better results.
Entrepreneurship Education in the Digital Era

Ali Muktiyanto
Faculty of Economics
Universitas Terbuka
Tangerang
Indonesia
Email: ali@ecampus.ut.ac.id

The purpose of this study is to discuss entrepreneurship education in the digital era. Using Indonesian open and distance learning institution Universitas Terbuka, the study explores the implementation of transformation from traditional learning models into modern distance learning or digital/online education for entrepreneurship education. The findings of this study show that the entrepreneurship course digital education effectively produces the prospect entrepreneur. The results of the study have managerial/practical implication that a digital learning system must be supported by ICTs to serve students with technology in the enrollment process, learning process, enrichment of learning, and the process of evaluating learning outcomes packaged in UT-online services. The originality of the paper is it shows that the UT with a distance learning system can generate an entrepreneurial spirit and encourage students to build a startup business either independently or in groups.
The objectives of this study were to examine factors influencing the customer loyalty of automobile insurance in Thailand, to study how the factors influence customer loyalty, and to analyze the structural equation model of variables influencing the customer loyalty of automobile insurance in Thailand. The participants of this study were 549 customers of insurance companies in Thailand derived from multi-stage sampling. The questionnaire was employed to gather the primary data. The data were analyzed using confirmatory factor analysis (CFA), and structural equation modeling (SEM). The findings reveal that service quality, brand image, and customer commitment had a positive impact on customer loyalty. However, perceived value and customer trust had a negative impact on customer loyalty. We also found that service quality had a strong impact on customer satisfaction. However, customer satisfaction had no direct effect on customer loyalty. In addition, we found that perceived value could lead to customer satisfaction. Finally, there was no relationship between brand image and customer satisfaction. Suggestions and recommendations are discussed in this paper.
Impact of High-Performance Work Systems on Organizational Citizenship Behavior: A Moderated Mediation Model

Md. Shamsul Arefin  
Department of Management  
Bangabandhu Sheikh Mujibur Rahman Science & Technology University  
Gopalganj  
Bangladesh  
Email: arreefin@gmail.com

Junwei Zhang  
College of Economics and Management  
Huazhong Agricultural University  
Wuhan  
China  
Email: zhangjunwei_1125@126.com

Lirong Long  
Department of Business Administration  
School of Management  
Huazhong University of Science and Technology  
Wuhan  
China  
Email: lrlong@hust.edu.cn

Aligning employees' goals with organizational goals is an overarching objective of organizations to increase employee outcome and improve firm performance. Employee perceived goal congruence is proposed to be an important mediator of the effect of high-performance work systems on employee organizational citizenship behaviors. We proposed and tested a moderated mediation model that depicted how servant leadership can increase or restrain these effects, using data obtained from 56 managers and 322 employees working in Bangladeshi organizations. Cross-level analyses using Hierarchical Linear Modeling reveal that employee perceived goal congruence fully mediates the influence of HPWS on OCBs. Additionally, consistent with the moderated mediation prediction, employee perceived goal congruence mediates the relationship between High-Performance Work Systems and Organizational Citizenship Behaviors when servant leadership is high. The implications of these results are discussed.
For many people, especially in developing regions, traditional medicines are the only source of health care. Traditional medicines are usually cheaper and acceptable and therefore considered crucial to attain universal health coverage in achieving the sustainable development goal for health and wellbeing. The world is facing a global upsurge in the demand of traditional medicines subsequently making their business as cross continental. The WHO traditional medicine strategy (2014-2023) is focused on quality assurance of traditional medicines as well as the traditional health services providers. Therefore, in response to such pressures, the world community is implementing strict regulations to achieve the quality standards and, as a consequence, TM industries, manufacturers and practitioners are facing tight scrutiny before coming to the mainstream. Standardization of the traditional medicine and their mainstreaming as a primary health resource has been debated worldwide. Integration of the traditional and ethnomedicine with the modern day medical practices can be achieved after rigorous scientific research. Such integration will also remove quackery and irrational practices from traditional medicine and hence contribute to increased quality. Pharmacovigilance is now considered a very important tool for the quality assurance in monitoring the adverse drug reactions for establishing the safety and toxicity of herbal or other traditional medicines. Cutting edge DNA based technologies like DNA barcoding can have a significant impact on the standardization of herbal medicines. Another challenge is the compliance of TM with the ethical standards. Some of the common issues like information gap or mislabeling the herbal products, lack of information about mixing of different herbs or taking them in combination, concerns about their safety, toxicity, trials, proprietary issues, ownership etc. Therefore, it is important to introduce a flexible framework and regulations so that the benefits and goals related to the traditional medicines can achieved.
Interaction Post International Joint Venture Termination: An Exploratory Study

Nakul Parameswar  
School of Business  
Vellore Institute of Technology  
Vellore  
State of Tamil Nadu  
India  
Email: nakuliitd@yahoo.in

Sanjay Dhir  
Department of Management Studies  
Indian Institute of Technology at Delhi  
New Delhi  
India  
Email: sanjaydhir.iitd@gmail.com

International Joint Ventures (IJV) is an important mode to enter emerging markets (Meschi & Riccio, 2008; Tong et al., 2008). Foreign firms diversify to emerging markets to gain advantage of the bottom of the pyramid (London & Hart, 2004) and a majority of them utilize the IJV mode. Literature on IJV has extensively studied IJV pre-formation, formation, process and termination phase of IJV lifecycle. However, literature on interaction post IJV termination is scarce. Interaction post IJV termination between parent firms would allow parent firms to create whole or part of the value created during IJV.

The purpose of this study is to explore a set of factors that influence choice of interaction post IJV termination as supplier-buyer, complement or competitor and empirically validate them. Interaction post IJV termination between partners will be influenced by diverse factors that parent firms experience during the IJV. This study examines the effect of purpose of IJV for parent firms, nature of IJV – scale or link, type of industry at IJV termination – open or closed and partnering experience of parent firms on the choice of interaction post IJV termination as supplier-buyer, complement or competitor.
Institutional Enablers of National Innovation System: A Total Interpretive Structure Modelling Approach

Shiwangi Singh
Department of Management Studies
Indian Institute of Management at Delhi
New Delhi
India
Email: shiwangi.iitd@gmail.com

Sanjay Dhir
Department of Management Studies
Indian Institute of Management at Delhi
New Delhi
India
Email: sanjaydhir.iitd@gmail.com

Purpose: The purpose of this paper is to identify and analyze the interactions among different enablers of National Innovation System using TISM. The existing enablers in the existing literature are scant and views about the institutional enablers are diverse. So, it becomes necessary to have a comprehensive understanding of interactions among the enablers which can foster innovation in the country.

Design/Methodology: Identification of enablers followed by application approach of TISM is used to study and analyze the mutual interaction between identified enablers.

Research Limitation: The model is developed on the basis of input from the literature, may not reflect the scenario of every country.

Practical Implication: Policy Makers must stress on enablers having the strong driving power of National Innovation System. Organizations can also use this framework to evaluate the innovative capability of a country and may drive useful insights from the empirical study presented in this paper.

Originality/Value: TISM based framework structural model has been proposed for National Innovation System, which can foster innovation in the country.
Adoption of Solar Energy: A Study on Enablers and Inhibitors

Chetan Srivastava
School of Management Studies
University of Hyderabad
Hyderabad
India
Email: dr.chetansrivastava@gmail.com

G. Mahendar
School of Management Studies
University of Hyderabad
Hyderabad
India

Energy plays a key role in the socio-economic growth of any country. Demand for energy is growing due to rapid industrialization, urbanization and burgeoning population. India is the fifth largest energy consumer in the world facing numerous challenges to bridge the gap between energy demand and supply with its limited fossil fuels. For an emerging economy like India, renewable energy, solar energy in particular, proves to be the best substitute as an alternate energy source. The current research is focused on various factors influencing customer adoption of solar energy products for business purpose. The main predictor variables include solar energy awareness, cost, environmental concern and functionality of solar energy products. Data were collected from 136 solar energy users and analyzed using exploratory factor analysis and multiple regression using SPSS 20 version. Solar energy awareness, cost and functionality have a signification relationship with the adoption levels where as environmental concern has no impact on the adoption of solar energy. The findings of the study have important implications to both the marketers and the policy makers. This model can be replicated across the world, especially developing nations, who have potential for solar energy, thereby using green energy and reducing carbon foot prints. This model can be emulated by African and Sub–Saharan Countries like Kenya, Rwanda, Ethiopia, etc.
The purpose of this study was to analyze the implementation of fiscal decentralization in Indonesia towards the welfare of the people of Central Java. Multiple regression analysis with Fixed Effects Model (FEM) method was used on 7 years’ series of data panel (2009-2015) and 35 regencies/cities in Central Java Province was applied. The study found that fiscal decentralization in Indonesia has a positive and significant impact on people's welfare in the district/municipality of Central Java Province. The increased private investment and economic growth also have a positive and significant impact on people's welfare.
A Study of Impulse Buying Behavior through Visual Merchandising

G. Srilakshmi  
Krishna University, India  
Department of Management Studies  
Sridevi Women’s Engineering College  
Jawaharlal Nehru Technological University  
Hyderabad,  
Telangana State  
India  
Email: lakshmi.priya926@gmail.com

Bhavan Narayana Kandala  
Pendekanti Institute of Management  
Affiliated With Osmania University  
Hyderabad  
India  
Email: dr.bhavan@pimhyd.ac.in  
Email: bhavannkandala@gmail.com

Visual Merchandising (VM) is an art of displaying merchandise in a manner that is appealing to the prospective customers. It allows the retailers to make the market environment innovative, exciting and stimulating by creating product-led stories supported by merchandising solutions.

This paper mainly focuses on knowing the customers’ insights on VM and its effect on customers buying decision while shopping. Results reveal that VM plays a significant role in influencing customers’ purchase decisions. Due to increasing competition, retailers utilize VM to differentiate their offerings and improve the desirability of products. It sets the context of the merchandise in an aesthetically pleasing fashion that would convert the window shoppers into prospective buyers. The study provides information as to why VM should be considered as an important component of strategic marketing plan in support of sales increase and positive store image. It provides insights to retailers on types of VM that can influence consumers’ buying behaviors.

A sample size of 400 respondents are covered and Sample Technique is Convenience sampling technique.
Using the Involvement Construct to Understand the Impact of Movies and TV Shows on the Activities and Behaviors of Saudi Tourists

Bharath M. Josiam
Department of Hospitality & Tourism Management
College of Merchandising, Hospitality & Tourism
University of North Texas
Denton, Texas
USA
Email: Josiamb@unt.edu

Mohammed Alamer
Department of Hospitality & Tourism Management
College of Merchandising, Hospitality & Tourism
University of North Texas
Denton, Texas
USA

Abdulaziz Alharbi
Department of Hospitality & Tourism Management
College of Merchandising, Hospitality & Tourism
University of North Texas,
Denton, Texas,
USA

The amazing innovation of motion pictures has had a significant effect on many different aspects of life. In 1895, the perspective of entertainment changed forever when the Lumiere brothers presented the world’s first public film screening in Paris (Bolan et al., 2011). The effect of movies and television in general has become noticeable across the globe. In fact, the industry of movies and TV networks became an essential contributor to countries’ gross domestic product (GDP); in fact, governments around the world believe that the tourism industry will continue to grow as long as locations within countries are featured in movies (Mitchell & Stewart, 2012). The cinema spectators go through a virtual travel experience as they explore locations from all over the globe (Corbin, 2014). The power of films is recognized internationally for how they affect viewers and influence them to seek more information about the locations featured on the screen (Mitchell & Stewart, 2012).

Even though past studies have documented increases in tourism to locations featured in films or on TV, this influence remains questionable when it comes to countries within specific regions in the world where cultures have the biggest influence (Mitchell & Stewart, 2012). In Saudi Arabia, tourism has a very important role in developing the economy and the quality of life across the kingdom (Khizindar, 2012). The social and cultural aspect of Saudi Arabia can be identified in terms of segregation of men and women along with limitations of leisure time with regards to religious duties like prayers, dress code in public, and consumption of alcohol (Khizindar, 2012). Despite these cultural and religious restrictions, Saudi Arabia remains in a strategic geographical
position that makes its tourism market unique and special. With its vast natural resources, attractive archaeologic sites, scenic deserts, valleys, parks, and beaches, Saudi Arabia has managed to maintain a stable economic system that helped develop the tourism market and enhance the opportunities for investors from outside the country (Khizindar, 2012).

Saudi Arabia is set to see an increase in tourist arrivals between 2015 and 2019, as tourism becomes more important to the government (Business Monitor International Ltd, 2015). Reports indicate that the tourism industry in Saudi Arabia is expected to generate more than 400,000 additional jobs by further developing the tourism business, which will increase the level of employment in the country (Business Monitor International Ltd, 2015). Outbound departures are also set to rise as Saudi people look to travel abroad. Recent reports predicted a total increase of 28.1% between 2015 and 2019, with the main motivations being vacations and business trips (Business Monitor International Ltd, 2015).

Saudi people are travelling abroad more for many different reasons, and despite the fact that Saudi Arabia has remarkable nature resources and holds a very important position in the region, the tourism industry is yet to be complete in terms of additional services to be provided to tourists. The lack of movie theaters in the kingdom is considered one of the major controversial issues as a main topic of social demands and discussions. Movie theaters are prohibited, and they are only located within private company compounds, such as theaters at Saudi Aramco residential camps (Nayef, 2012). Usually the reason given for banning movie theaters is that they allow men and women to mingle unsupervised, leading to possible immoral actions outside the realm of marriage. For this reason, many Saudis go visit some of the Arab gulf countries, such as Bahrain and Emirates, on the weekends to see movies and drink, since alcohol is prohibited in Saudi Arabia (Nayef, 2012).

Past studies have shown that movies and TV have been a reason for the increases in international travelling activities. The locations that are featured in movies are mainly a strong reason to travel abroad and visit the sites where those movies were shot (Mitchell & Stewart, 2012). With the major influence of the movie business in the world today, it is expected that the film industry will continue to influence the travelling choices for tourists around the globe; moreover, it is expected that the film business will continue to motivate tourists to seek more information about foreign locations featured in movies (Corbin, 2014). As it is shown that movies have an impact on tourism and travel, this paper focuses on the relationship between movies, TV, and tourism. There are no studies in the literature that address the influence of movies and TV on Saudi people’s international travelling. This research is important for Saudi travel agents because it investigates the relationship between the movie industry and the tourism industry, with an emphasis on how the former affects Saudi travelers and tourists’ choice of international destinations. Therefore, the purpose of this study is to fill the gap in the literature by using the involvement construct as a framework to examine the influence of movies and TV shows on Saudi people and assess whether those means of entertainment affect the travel activities of tourists. This study adopts Josiam et al. (2005) and Josiam et al.’s (2013) studies in order to determine which factors influence Saudi tourists’ travel activities the most.
Creative Management Education: Using Realty TV as a Medium for Classroom Case Studies

Bharath Josiam
Bailey Moody
College of Merchandising, Hospitality, and Tourism
University of North Texas
Denton, Texas
USA
Email: bharath.josiam@unt.edu

With the rising expectations of millennial learners, it is important for educators to continually provide engaging and stimulating content. Consequently, there has recently been a push for more creative teaching methodologies within hospitality education. The Hospitality Management Concepts & Reality Television Case Study Project was developed with millennial hospitality management students in mind. It combines the case study method and Problem-Based Learning (PBL) theory to provide a controlled, educational environment in which students can apply theoretical management concepts to real-life case studies. This project is successful because students watch hospitality-related reality television shows, such as Kitchen Nightmares, Bar Rescue, and Hotel Impossible, and identify managerial and operational issues across the three shows. A research paper is then completed based on a central theme identified by students in the three selected episodes. This project results in better critical thinking skills, increased application of concepts, and higher level thinking such as analyzing, synthesizing, and evaluating.
How do Relational Variables Affect Export Performance? Evidence from Malaysian Exporters

Abdel Hafiez Ali Hasaballah
Department of Marketing
College of Business Administration
Qassim University
Kingdom of Saudi Arabia
Email: hafiezali@yahoo.com

Omer Faruk Genc
Department of Marketing and International Business
College of Business
Youngstown State University
Youngstown, Ohio
USA
Email: ofgenc@ysu.edu

Osman Bin Mohamad
Graduate School of Management
Multi Media University
Malaysia
Email: osman6298@gmail.com

Zafar U. Ahmed
Department of Marketing
School of Business
American University of Ras Al Khaimah
Ras Al Khaimah
United Arab Emirates
Email: zafaruaahmed@gmail.com

Exporters have increasingly relied on relationship marketing to sustain long term relationships with their partners. Despite the huge attention given to this issue, there is not a consensus about how relational variables interact in terms of their impact on export performance as very few studies have examined mediating effects of among those variables. Moreover, most of the existing studies are done in western context and have looked at the combination of developed and emerging markets. To address these gaps, a comprehensive model about the impact of relational variables on export performance have been examined with using survey data from 106 Malaysian companies that export to Arab countries. The findings indicate relational variables to have significant influence on export performance. However, the impact of relational contextual variables on export performance is not direct and rather is mediated by trust and/or commitment. We prove that trust and commitment are the central mediating factors in terms of the relationship between relational contextual variables, adaptation, communication and cooperation, and export performance.
Wisdom of the Crowd Dictates Consumption of Shared Services

Racheal Louis Vincent
Department of Marketing
School of Business
Sunway University
Malaysia
Email: racheally@sunway.edu.my

Sanjaya Singh Gaur
Department of Marketing
School of Business
Sunway University
Malaysia
Email: sanjayag@sunway.edu.my

“You are the average of the five people you spend the most time with” -Jim Rohn-
The decisions we make are often because of the influence of the people around us. Our friends, family, colleagues, neighbours, spouse and group members have a vast amount of influence on our product and services choices. These influences are also known as normative influences. However, we know little about how these normative influences affect a person’s motivation towards using shared services. In this study, we have built on Normative and Informational Influence Theory together with Theory of Self-Regulation to further explain the factors influencing consumers’ attitude to use shared services. The empirical findings in our study suggest that normative influence does play a significant role in influencing consumer’s motivation towards using shared services.
Conceptualizing and Strengthening Corporate Entrepreneurship as Practice: A Multi-tier Framework

Rohit Kumar
Department of Strategic Management
Indian Institute of Management at Ranchi
Ranchi
India
Email: rohit.k@iimranchi.ac.in

Today’s corporations are increasingly engaging in entrepreneurial efforts to mitigate the threats of early extinction. Despite theoretical advances in corporate entrepreneurship and the related entrepreneurial orientation literature, relatively little is known about how to translate this rich knowledge into practice. Thus, building a holistic conceptualization of corporate entrepreneurship as practice seems a timely and valuable exercise in the current state of strategic management research. In this paper, a tool is introduced to compare entrepreneurial orientation among firms and conceptualize corporate entrepreneurship as practice in order to examine the micro-level aspects of corporate entrepreneurship. Drawing on the work done by corporate entrepreneurship and strategy-as-practice scholars, this paper propose and discuss a five-tier framework of corporate entrepreneurship as practice and develop propositions about how it can be strengthened.
Dynamics of Protein Supplement Industry

Kartik Kotnala  
Department of Management Studies  
Indian Institute of Technology at Delhi  
New Delhi  
India  
Email: kartikkotnala.nmims@gmail.com

PURPOSE:  
This paper explores the market size of different types of protein supplements around the world and challenges faced by the industry when it comes to delivering the genuine product in the market.

DESIGN:  
The scope of this research paper is to tell the social and economy driving factors for the expansion of whey protein supplement, mindset of consumers when it come to buying the protein supplement, latest innovations in the protein supplement market, and emergence of fake whey protein supplements from online and offline channels.

FINDING:  
The global protein supplements market is expected to reach USD 21.5 billion by 2025, growing at a CAGR of 6.3%. The growing demand for sports nutritional supplements and rising health awareness is expected to drive the industry growth. Establishments like gym, fitness clubs, yoga centers and other facilities endorsing sports nutrition products are anticipated to contribute hugely to the increment of demand of sports supplement and other related products over the forecast period.

Factors, such as increasing demand for supplements & natural prevention, rising usage of snack-based meal replacements, and growing consumer demand for greater ingredient traceability & authenticity, are expected to augment the industry size. Protein powder was the prominent product segment in 2016 and accounted for 64.5% of the overall revenue owing to an increase in the demand of products from athletes, body builders, and casual exercisers.

North America holds the highest share of the overall global protein supplement market while the Asia-Pacific region owns the highest growth rate. Asia-Pacific is the fastest growing region in the global market, registering the highest CAGR of around 7.3% during the forecast period. This is due to the rise in demand for protein supplements in several developing regions coupled with increase in urbanization.

North America accounted for around half of the share of global market. It is expected to be the 50% contributor during the forecast period. The South Africa protein supplements market valued at $56 million in 2016. It is expected to reach $87 million by 2023, registering a CAGR of 6.6% during the forecast period.
PRATICAL IMPLICATIONS:
More economical protein-based products should come to the market and considering the price and target audience especially students, the price should go a little low so that max people can afford it. Ready-to-drink (protein drinks) must be encouraged in the market especially in the groceries stores so that any member of the family can buy it easily.

Whey protein supplement industry should sponsor the sport events. It is a practice of branding, which will help to reach customers around the world. This will increase the revenue of the industry and hence, the economy of country.

ORIGINALITY AND VALUE
This paper will increase knowledge of people related to protein supplement. It will draw attention towards the bottleneck competition related to its composition - plant and animal whey protein - affecting consumers’ attitude towards their choice. Meanwhile, they will be able to identify the fake products available in the market that will protect from various diseases.
Innovations for Low Income Markets: A Proposed Model of Disruptive Innovation

Veena Mehta Grover
Department of Management
Faculty of Business
Galgotias University
Greater NOIDA
State of Uttar Pradesh
India
Email: sanjaydhir.iitd@gmail.com

The concept of serving the Bottom of the Pyramid (BOP) people has now gained importance among academicians and business entrepreneurs owing to its effect on billions of the poor across the world. Considerable opportunities are available for MNCs to generate profits & simultaneously making a social contribution & social innovation through serving 4 billion people occupying the lowest tier in the world’s economic pyramid (Prahlad and Hart, 2002). In fact, the BOP segment has a great potential for expansion and growth of companies. This requires a lot of innovation efforts resulting in Affordability, Acceptability, Availability and Awareness for the low-income consumers. This paper emphasizes major challenges faced by multinationals and private entrepreneurs to invest in emerging markets. Multinationals have tremendous opportunities to invest in low income markets; they have to focus on serving poor sections of society profitably. Disruptive innovation can be used as a framework to invest in low income markets.
Anticipatory Psychological Contract and its Impact on Candidate’s Intention to Join

Ruchika
School of Business
Vivekananda Institute of Professional Studies
Pitampura
New Delhi
India
Email: sanjaydhir.iitd@gmail.com

Asha Prasad
School of Business
Birla Institute of Technology
Mesra (NOIDA Campus)
Noida, State of Uttar Pradesh
India
Email: sanjaydhir.iitd@gmail.com

Abstract

The purpose for this paper is to determine the impact of anticipatory psychological contract (APC) on final intent of the candidate to join an organization. Scales from literature have been considered for anticipatory psychological contract and intent to join. The statements under APC were subjected to exploratory and confirmatory factor analysis to confirm the factors in Indian context with emphasis on IT sector. A structural model considering APC as an independent variable and ITJ as dependent variable was empirically tested.
Performance and Significance of Infrastructure Mutual Funds in India

Arpitha Reddy P.
School of Business
Birla Institute of Management Technology
Greater NOIDA, State of Uttar Pradesh
India
Email: sanjaydhir.iitd@gmail.com

Jagdish Shettigar
School of Business
Birla Institute of Management Technology
Greater NOIDA
State of Uttar Pradesh
India

Amarnath Bose
School of Business
Birla Institute of Management Technology
Greater NOIDA
State of Uttar Pradesh
India

The infrastructure sector is responsible for propelling the overall development in India. Prominent decisions have been made on infrastructure development since liberalization by the government for building world class infrastructure in the country. The policy initiatives taken have attracted private and foreign investors, which gave rise to the inception of infrastructure funds. Infrastructure funds may invest in sectors such as roads, ports, shipping, railways, inland water transport, urban development, power, new and renewable energy, railways and telecommunication. The major advantage of infrastructure funds over other sector funds is the diversification it allows. This study attempts to analyze performance and persistence of infrastructure funds and examine relationships between Foreign Institutional Investments (FII) and the performance of infrastructure funds for the period of 5 years, from 2012 to 2017 in India.
AI Based Traffic Management at Urban Intersections

Divya Sahgal
Amity University
Manesar Campus
Gurugram
State of Haryana
India
Email: divyasahgal1@gmail.com

A. Ramesh
Indian Institute of Technology at Roorkee
Roorkee
State Uttarakhand
India
Email: dr.a.rames@gmail.com

Alok Kumar
Indian Institute of Technology at Roorkee
Roorkee
State Uttarakhand
India
Email: aalokitbhu@gmail.com

Due to the consistent increase in the volume of traffic over the years, conventional traffic control procedures have not been able to efficiently manage the flow of traffic, especially at intersections. Artificial intelligence may provide an effective solution to traffic related problems. The present paper seeks to propose an artificial intelligence based solution to maximize vehicular throughputs and minimize delays at intersections. The proposed system uses fuzzy logic and image processing analysis for control of traffic at local intersections. The system is an improvement over existing Traffic Light Controllers. Conventional traffic light controllers don’t operate on the basis of real time data, rather, they consider heuristic data. Thus, the solutions provided by such systems are rendered largely ineffective in real time situations. The proposed system optimizes switching of traffic lights and prevents congestion of traffic because of its ability to sense the area where the traffic is getting more dense by a camera; the controller extends green light time where traffic is getting accumulated, and avoids situations similar to when conventional traffic light systems show a red light even if there is no corresponding traffic.
Trust and Cyber Security Issues in the Adoption of Online Banking Across United Arab Emirates

Layla Salem Al-Shehhi
Department of Marketing
School of Business
American University of Ras Al Khaimah
Ras Al Khaimah
United Arab Emirates
Email: laila2ict@gmail.com

Ongoing contemporary digital revolution and globalization have turned certain industries, such as the financial industry upside down. Millions of consumers across the world are now fully integrated into mobile banking experiences, using smartphones, tablets and different kinds of devices to pursue activities such as buying online products and services to opening new accounts and making payments. Banks across the United Arab Emirates are facing significant competition from large multinational financial institutions that have rich experience in operating globally.

This research study aims to empirically examine the factors that influence the adoption of online banking across the United Arab Emirates. This study has examined the perceptions of consumers about online banking in order to identify challenges being encountered by them in the adoption of online banking. Of particular interest are the perceptions about security of online banking, and cultural/social impediments, and educational and/or occupational influences on their willingness to adopt online banking.

This study has targeted three different segments within the UAE banking industry to understand the dynamics of online banking security: (i) Bank customers, (ii) bank managerial employees, and (iii) bank technical personnel.

The initial results of our study show that the educational level, professional backgrounds, nationality, and technical competency of the participants have turned out to be major determinants of their perceptions, attitudes and behaviors towards online banking. Contrary to widespread belief, higher educated respondents have demonstrated more concerns about the security of online banking across UAE.
Strategic Thinking of CEOs On Framing a Strategy: A System Dynamics Approach in Indian Automobile Market

Aqueeb Sohail Shaik
Department of Management Studies
Indian Institute of Technology at Delhi
New Delhi
India.
Email: aqueebsohail.skprofessional@gmail.com

Sanjay Dhir
Department of Management Studies
Indian Institute of Technology at Delhi
New Delhi
India.
Email: sanjaydhir.iitd@gmail.com

A company desiring to be a market leader needs to get its strategies right. These strategies are most often framed by a group of executives directed by a Chief Executive Officer (CEO). Framing a strategy for the company requires vast knowledge on the existing market dynamics. Strategic thinking of CEOs plays a vital role in successfully handling such unexpected dynamic changes.

Purpose - This purpose of this study is to quantify the strategic thinking process, considering the different psychological traits of a CEO, and how these traits affect the strategies framed. Design/methodology/approach - A quantitative analysis is done in this study using the system dynamics tool. The data is extracted using the social media analytics and the same is given as an input for the system dynamics model which is used for modelling and simulation of the interdependencies between the psychological factors. The analysis decodes how a change in the psychological trait of a CEO has an impact on the strategy framed for the company in an automobile market.

Findings - The study has explained how different psychological traits affect the thinking process of a CEO and how the strategies are framed with this thinking behavior. Use of the literature, evaluation and the constructed models are limited.
Research limitations/implications - The study is limited only to automobile industry in India and only partial psychological constructs were considered to examine their impact on the firm performance. This study can be further extended by analyzing the same to various other industries along with many other psychological constructs.

Practical Implications - The findings identify the change in behavior of the thinking process due to the fluctuations in the psychological traits of a CEO. This helps the top management to
take into considerations different factors that affect the strategies framed for the company and what are the threshold points in the system that are to be focused during the framing of a strategy.

Originality/value - The study fills the unattended gaps in the literature regarding how the psychological traits are interdependent on each other and how their relationship is affecting the thinking process.
An Electronic Automotive parts manufacturing company produces different types of components that are stored in different buffers. One of the standard control method is using the Kanban method, where the currently produced type is switched only when one buffer is about to get idle. Using the Kanban system is also known as using the pull system, where inventories are used to control the production whenever continuous flow or the FIFO is not possible. Some processes will be far away from the distribution site and shipping one piece at a time is time-consuming and not realistic. Some processes will have a long lead time or cannot be related to the next process directly. Hence a system with the pull concept has to take care of the continuous flow concept in the production industry. The alternative method for this would be the Heijunka approach or the production leveling approach which concentrates on neutralizing the demand variation. That helps in distributing the volume and mix of orders over a subsequent time frame and balancing the production process. Production leveling is the adjusting of production schedule to meet unexpected changes in customer demand. The Heijunka concept helps in a perfect foundation of pull systems with minimal inventory levels.
Paradigm Change towards Deglobalisation: A Case Study of United States Based on SAP-LAP Framework

Shamita Garg
Department of Management Studies,
Indian Institute of Technology at Delhi
New Delhi
India
E-mail: shmita.garg89@gmail.com

Sushil
Department of Management Studies
Indian Institute of Technology at Delhi
New Delhi
India
E-mail: profsushil@gmail.com

Purpose: Over the past few decades proliferation of literature has been arguing about globalization and its implication. Various researchers have stated different views on the extent of globalization. It has been observed that world is moving towards a deglobalization era and developed nations have marked its beginning. The United States has adopted a policy leading to the dismantling of the globalization period. In the current study, an attempt has been made to study the determinants leading to globalisation in the United States and its socio-economic implications that have led to change in paradigm.

Methodology: SAP-LAP framework has been developed to understand the determinant of change in paradigm towards deglobalisation in the United States. This methodology is an effective tool in case analysis and decision-making in the process of learning. The developed framework will facilitate the process of analyzing the ‘situation,’ ‘actors’ and ‘processes’ and their interplay. This modeling will further aid in learning areas, suggest actions and their expected outcomes.

Findings: With the literature review it has been found that the factors that have brought about globalization are in the past. One of the primary reasons of deglobalization in the United States is growing inequality in income among people. There has been an increase in unemployment in the United States because of preference of cheap labor by the MNCs.
Practical Implications: The SAP-LAP model analyzed the determinants of globalization, and its outcome variables that have initiated the process of deglobalization. Thus, the developed model will assist to cope with the dynamic situation and help in taking effective measures.

Originality: This is a novel approach to study the determinants responsible for the change in paradigm towards deglobalisation in the United States. The determinants that have led the United States to take the protectionist measures to save their own peoples’ jobs have been identified.
Prioritization of Multi-Dimensional Risk For Digital Services Using Generalized Analytic Network Process (GANP)

Syed Ziaul Mustafa  
Centre of Excellence in Cyber System and Information Assurance  
Indian Institute of Technology at Delhi  
New Delhi  
India

Arpan Kumar Kar  
Department of Management Studies  
Indian Institute of Technology at Delhi  
New Delhi  
India  
Email: sanjaydhir.iitd@gmail.com

In this digital age, government and private organizations in developing and developed economies are providing digital services to the citizens living in urban and rural areas. In the literature it has been observed that the adoption of digital services is facing challenges due to risk involved in sharing personal information. With the increase in the pressure from the government as well as private sector to adopt the digital services there has been a need to identify and remove the hurdles faced by organizations. There are many ways to identify and remove the hurdles faced by the consumers such as Multi Criteria Decision Making (MCDM) techniques such as AHP and ANP. During the prioritization of multi-dimensions risk, Analytic Hierarchy Process (AHP) and Analytic Network Process (ANP) has been used widely. The priorities of different alternatives of elements impact the decision makers. Since the process involves lots of comparison matrices it takes most of the time of decision makers to arrive at the conclusion. This study has attempted to identify and rank multi-dimensions of risk using Generalized Analytic Network Process (GANP). During the ranking process it has been identified that privacy risk, performance risk and financial risk are the most important risk during the use of digital services among the seven dimensions of risk. However physical, social, psychological, and time risk are fourth, fifth, sixth and seventh rank in the priority of multi-dimensional risk. The outcome of the study will be useful to help managers in making decisions as to which dimensions of risk are more important for the adoption of digital services.
Effect of Dividend Policy on Shareholder Value: A Study of Investment Companies Listed on the Nairobi Securities Exchange

Joshua Kengere Mogaka
School of Business and Economics
Moi University
Eldoret
Kenya
Email: lagatck@yahoo.com

The financial performance of an organization determines the value of a firm. Finance theory’s premise is that the goal of management should be to maximize the market value of the company’s shareholder equity through investments in an environment where outcomes are uncertain. To ensure that financial risk strategy adds value for shareholders, a sound relationship between dividend policy and shareholder value has to exist. The objective of this study will be to determine the effect of dividend policy on shareholder value in investment firms listed on the Nairobi Securities Exchange (NSE). Specific objectives include establishing the relationship between dividend pay-out and retained earnings on shareholder value to assess the effect of corporate profitability on shareholder value. This study will adopt a diagnostic research design. The target population for the study will comprise five investment companies listed in Nairobi Securities Exchange in Kenya. Stratified sampling techniques will be used to arrive at the sample size. Data will be collected using document review. The researcher will use descriptive statistical methods of mean, standard deviation, percentages and frequencies to understand the characteristics of the variables. The inferential statistical tool multivariate regression analysis will also be used.
Environment
al Context, User Perception and Adoption of Cloud Computing Among Small and Medium Enterprises in Nairobi County, Kenya

Emily Mworia Chemjor
Department of Management Science
School of Business and Economics
Moi University
Eldoret
Kenya
Email: emiedo98@gmail.com

Davies Mbaabu Kajogu
Department of Marketing Management
School of Business and Economics
Moi University
Eldoret
Kenya
Email: davies.kajogu@sc.com

Wambui K Nganga
Department of Hotel & Hospitality Management
School of Business & Management Sciences
University of Eldoret
Eldoret
Kenya
Email: wambuikaranjae@gmail.com

Small and Medium Enterprises are the drivers of an economy and technology is an enabler, the avenue into achieving a competitive edge. Therefore, it is imperative that SMEs harness their resources by embracing cloud computing. However, SMEs have not exhaustively tapped their resources. To enable SMEs to be at par with their counterparts and especially the blue chip firms to enhance growth, competition must be on a level ground. Cloud computing provides a launch pad towards business liberty useful as a low cost alternative to the company’s internal IT costs. The discussions in this paper are thus premised on a study that sought to investigate the relationship between environmental context, user perception on cloud computing adoption in SMEs in Nairobi County, Kenya. The author thus recommends that policy makers and service providers should not overlook the fact that user perception Environmental context pressures are guided by the convictions potential clients form towards adopting an innovation.
Aquaculture Opportunities and Incentives In Kenya’s Fish Value Chains In The Context of Entrepreneurship

Zacharia Shitote
Department of Marketing and Management Sciences
School of Business
University of Eldoret
Eldoret
Kenya
Email: zacharias2002ke@yahoo.com

The potential for aquaculture investment in Kenya is good, despite sub-optimal environmental conditions in certain regions for aquaculture development. There is growing demand for fish in Kenya, with relative high market prices. The Kenyan economy provides opportunities for aquaculture enterprises investments. With government incentives and support the sector has potential for aquaculture enterprises value chain growth. The objective of this study was to establish the opportunities and incentives available in Kenya to spur entrepreneurs’ investment in the aquaculture sector. Information presented was gathered through secondary means literature review and primary data, observation and interviews during field visits in various aquaculture enterprises. Focus group discussions were also conducted with various stakeholders. Simple random sampling, stratified sampling and purposive sampling methods were used collected the data with use of questionnaires and interview schedules.
Mediating Effect of Customer Awareness on the Relationship between Eco-Labeling and Competitive Advantage among SMEs in Kenya

Evaline J. Bartocho
Emmanuel K. Tanui
School of Business and Management Sciences
University of Eldoret
Eldoret
Kenya
Email: ebartcho@gmail.com
Email: etanui2006@gmail.com

Today, SMEs are considered to be the most active businesses in Kenya and they are under a lot of pressure to be competitive. The purpose of this research explores how eco-labeling influences competitive advantage of small and medium enterprises mediated by customer awareness. The study utilized explanatory research design. Target population of 1000 managers was used to draw a sample size of 286 managers using Yamane's formula. Questionnaires were standardized by reliability test and factor analysis. The total indirect effect of eco-labeling on competitive advantage of SMEs was 0.123, while the direct effect was 0.679. The total effect 0.802 was the sum of direct and indirect effects. The Eco-labeling had a positive relationship with competitive advantage of SMEs. The customer awareness partially mediates the relationship between eco-labeling and competitive advantage of SMEs. This study recommends SMEs in Kenya to remain competitive in the business environment by creating customer awareness through eco-labeling of products.
Catalyzing Entrepreneurial Intentions among University Students through Experiential Learning. A Study of STEP Programme at Mount Kenya University

Mwiti Evans  
School of Business  
Mount Kenya University  
Kenya  
Email: emwiti01@gmail.com,  
Email: emwiti@mku.ac.ke

Entrepreneurship has been recognized the world over as an important contributor in the country’s economic development through creating business startups, innovations and job creation. To trigger increased level of entrepreneurial activities in the economy, countries have adopted various strategies targeting the youth that includes entrepreneurship education with the aim that it will encourage entrepreneurial intention and behavior. However, despite the heavy investment in entrepreneurship education especially in the less developed countries, little has been realized in terms of more youth participation in entrepreneurship and job creation pointing to inappropriate entrepreneurship education models. Entrepreneurial intention has been recognized as the most appropriate predators of entrepreneurial behavior. Therefore a good entrepreneurial education programme needs to promote entrepreneurial intention among the learners which would subsequently result into entrepreneurial behavior. The study compared the entrepreneurship education with the Student Training in Entrepreneurial Promotion (STEP) program, an action oriented and evidence based experiential learning model. Data was collected from 200 second year undergraduate students, 100 students have done entrepreneurship as part of the course units and the remaining 100 have gone through twelve weeks of intensive STEP training. The findings of the study indicate that there is high significant between experiential entrepreneurship training like STEP and entrepreneurial intentions while the same is not significant between entrepreneurship education and entrepreneurial intentions. The study concludes that for entrepreneurship training to be effective in catalyzing entrepreneurial intention and behavior, the training model need to be practical oriented to promote experiential learning. The study argues that effective entrepreneurial training need to be experiential and the evaluation of the learning a reflection of these experiences. The study recommends that institutions of high learning need to explore and implement practical based, action oriented experiential entrepreneurship training approaches to catalyze entrepreneurial intentions and behavior among the learners.
The effect of sales force demographics and personality traits on sales performance

Charles Lagat
Department of Marketing
School of Business and Economics
Director: International Programs, Linkages & Alumni
MOI University
Eldoret
Kenya
Email: lagatck@yahoo.com

Sales personnel are among the most essential assets of an organization, especially being the revenue generators that keep the light of every committed organization illuminating. Whilst management has paid particular attention in training and developing the sales personnel, they seem to negate the profound impact of the personality of the sales person. Studies have looked into the impact of personality characteristics on salespeople’s performance. The general objective of the study was to access the effect of feedback seeking behaviour and sales force personality traits on sales performance. The study was carried out the coastal part of Kenya using a survey research design. The population of this study were all authorized sales agents working in all insurance companies with branches in Mombasa Kenya as at May 2017. This paper presents a summary of study findings, conclusions and recommendations in relevance to the study based on the objectives and hypotheses. The study concludes that sales personnel are an essential asset and the backbone of every organization and therefore monitoring their feedback behavior and personality is very important for organizations.
Consumer Knowledge and the Prevention of Diabetes: Conceptual and Research Framework

Khurram Jahangir Sharif
Department of Management and Marketing
College of Business & Economics
Qatar University
Doha
Qatar
Email: ksharif@qu.edu.qa

The research objective of this study is to explain the extent of consumer knowledge of nutrition, physical activity and diabetes in Qatar. It seeks to demonstrate the causal factors (demographic, physical and attitudinal) leading to such knowledge and gauge the effectiveness of specific interventions to enhance consumer knowledge of these domains. The relationship between knowledge and positive attitudes towards diabetes prevention, with emphasis on health-related behaviors, will be explored. The findings will yield prescriptions regarding cultivating knowledge and awareness about nutrition, physical activity and diabetes in the Qatari society. Finally, the study will outline promotion and communication strategies and interventions that will yield the best response in terms of improving knowledge and behaviors for reducing diabetes in line with the findings of the study.
Sharing Economy: --- Research Agenda

Anil Bilgihan
Department of Marketing
College of Business
Florida Atlantic University
Boca Raton, Florida
USA
Email: abilgihan@fau.edu

Sharing economy refers to a socio-economic peer-to-peer sharing ecosystem that enables participants to access goods and services using technology. It embraces the shared creation, production, distribution, trade and consumption of goods and services by different people and organizations. The foremost idea behind it is that sharing products is more efficient than owning them individually. Some companies such as Uber and Airbnb gained significant market shares over the past few years. However, sharing economy is relatively new to the academia. The aim of this paper is to provide a summary review of what is already known about sharing economy and identifies some emerging issues that play a key role in it. By synthesizing extant theories that are applicable to the sharing economy, this research seeks further understanding of sharing economy and offers priorities for ongoing research.
Satisfaction of Health-Care Professionals Towards Performance Appraisal System in the State of Jammu & Kashmir

Mir Parvez Ahmad
Entrepreneurship Development Cell
School of Business Studies
Islamic University of Science and Technology
Pulwama, Awantipora,
State of Jammu and Kashmir
India
Email: mirparvez7@gmail.com
Email: Parvez.mir@islamicuniversity.edu.in

In the current era of globalization, organizations are focusing on employee Performance Appraisal System (PAS) to get maximum productivity from minimum human resources but the public healthcare sector in India is still running on the traditional lines. As a result, the talented medical staff is either lost due to the ‘brain drain’ problem or becomes a target of ‘poaching strategy’ adopted by the private healthcare sector in India. This paper tries to identify the critical dimensions of Performance Appraisal System (PAS) and their linkage with different Human Resource Development (HRD) instruments. The paper also tries to explore the satisfaction level of healthcare professionals towards different dimensions of PAS. The research revealed that the satisfaction of healthcare professionals towards Performance Appraisal System (PAS) was abysmally poor and is prone to psychometric errors, as it is used as ‘control oriented’ rather ‘development oriented’ system in the Healthcare system.
Service Innovation: Towards a Sustainable Competitive Advantage in the Higher Education Sector

Cheng Boon Liat
Kimberley Yeoh Hui Jing
Isaac Khoo Qi Wen
School of Business
Sunway University
Malaysia
Email: boonliac@sunway.edu.my;
Email: kimberley@sunway.edu.my;
Email: 13040902@imail.sunway.edu.my

Service innovation is vital for service organizations to sustain competitive advantage for long-term survival in the competitive and complex business environment. As one of the most critical service organizations, higher educational institutions are obliged to adopt continuous service innovations in achieving its long-term objectives and surviving in the competitive environment. In view of bridging the gap in previous literature, the objective of this study is to examine the influence of components of service innovation, namely product innovation, process innovation, organizational innovation, marketing innovation on student satisfaction, as well as the influence of student satisfaction towards institution image and student loyalty. The findings showed that all four service innovation elements have considerable impacts on student satisfaction. Student satisfaction also has significant positive impacts on both institution image and student loyalty. Institution image partially mediates the relationship between student satisfaction and their loyalty. Institutes should place more emphasis and resource investments on service innovation to boost student satisfaction; subsequently leading to favorable institution image and loyalty for long-term development. Implications, limitations and future suggestions are also discussed.
Antecedents of Customer Satisfaction, Loyalty, Trust and Retention: An Understanding of Physical Retailing

Cheng Boon Liat
Kimberley Yeoh Hui Jing
Cheah Xin Wei
Department of Marketing
School of Business
Sunway University
Malaysia
Email: boonliatc@sunway.edu.my
Email: kimberleyy@sunway.edu.my
Email: xin.c6@imail.sunway.edu.my

Retailing is one of the highest contributors to the global economy, as it generates high annual revenue and provides employment that covers a wide range of career opportunities. With the emergence of online retailing, physical retailers are required to seek competitive advantage through differentiation. In view of bridging the gap in previous literatures, the objective of this study is to examine the influence of physical aspects, reliability, personal interaction, problem solving and company policy on customer satisfaction, loyalty, trust and satisfaction. Convenience and snowball sampling method were adopted to examine the hypothesized relationships proposed in the study. The study shows that reliability, company policy, physical aspects and personal interactions have considerable impacts on customer satisfaction, customer loyalty, and customer retention. As for customer trust, company policy, physical aspects and personal interactions are the antecedents. Retailers have to strategize on consistency in excellent delivery of respective aspects of service quality to gain an edge over their competitors. Implications, limitations and future suggestions are also discussed.
Bottom of Pyramid Calls for Effective Governance

Najiba Benabess
Tabor School of Business
Millikin University
Decatur, Illinois
USA
Email: nbenabess@millikin.edu

Bottom of the pyramid (BOP) is a term in economics that refers to the poorest two-thirds of the economic human pyramid, a group of more than four billion people living in abject poverty. While this market-based model of economic development is meant to bring those below the poverty line above it while simultaneously provide growth and profits for multinational corporations (MNCs), it also calls for effective governance mechanisms to regulate, monitor and oversee the development of markets and effective competition. This paper contributes to the literature of the already-established Bottom of Pyramid framework by providing in-depth research about the impact of the social and cultural challenges on the effectiveness of the BoP by investigating the struggles some of the companies in Africa are facing. MNCs must think outside the box of traditional marketing and be creative, to achieve their goals.
Prioritizing Determinants of Organizational Performance in Hotel Industry: An Empirical Investigation for Bangladesh

Rafikul Islam
Mahbubar Rahman
Department of Business Administration
Kulliyyah of Economics and Management Sciences
International Islamic University Malaysia
Kuala Lumpur
Malaysia
E-mail: rislam@iium.edu.my
Email: mnr.iium@gmail.com

Aahad M. Osman Gani
IIUM Academy of Graduate and Professional Studies
International Islamic University Malaysia
Kuala Lumpur
Malaysia

The study develops a hierarchical model which prioritizes the quality determinants to enhance organizational performance in the hotel industry of Bangladesh. The study followed a mixed method approach. The study utilized the qualitative approach through semi structured interviews with 16 top and middle level hotel executives to identify the required quality determinants which contributes on hotel’s organizational performance. Afterwards, prioritization of the identified determinants and their corresponding sub-determinants were done by applying the Analytic Hierarchy Process (AHP) in quantitative stage. A total of 26 hotel executives were considered here as respondents. The qualitative stage surfaced eight determinants namely: top management commitment and leadership, strategic planning, service process management, employee focus, customer/guest focus, quality management, communication and business results as well as their corresponding sub-determinants. The results of AHP indicate that quality management is ranked most important followed by communication and customer/guest focus as second and third ranked in importance to enhance the organizational performance. With regard to sub-criteria, it is found that to resolve the most important criteria, i.e., quality management, hoteliers should consider the health and safety-security measures as most important issues followed by environment management. In the case of the criterion communication, management should give more emphasis on internet/digital service. For the criterion customer/guest focus, hotels should more concern about customer/guest satisfaction as well as customer/guest relationship management. The findings can be used by practitioners to measure performance of hotels. Though the study was conducted in the context of Bangladesh, however, it can be applied to measure performance of hotels in other countries as well with minor modifications. Moreover, Human Resource Development (HRD) professionals and scholars can use these findings for designing and implementing appropriate HRD policies to enhance organizational performance.
There has been a drastic change in the way the new millennial are spending their money – more than materialistic things, they are investing in holidays, vacations and travel with friends, family or alone! This is changing the dynamics of the tourism industry and impacting the hotel and lodging. While Marriott is leading the industry post the merger with Starwood and acquiring hundreds of properties across the globe, a huge threat looms with the growth of AirBnB. AirBnB is offering a range of services from top end luxury to economical options – from sea side villas to a cosy apartment right in the heart of the city – becoming the most sought after option for travellers across various nations. Marriott would need to deal with this challenge apart from tackling with the threats of a slow- down in economy and continuously working on various innovations to be the leader and the game changer in the industry.
Influence of Sustainability Practices on Business Performance - A Case Study with Indian MSME

Maitreyee Das  
Indian Institute of Foreign Trade  
Madurdaha, Kolkata,  
State of West Bengal  
India  
Email: rangarajan@iift.edu

Influence of sustainability practices in driving business growth in the case of big corporations is evident. However, in the case of small and medium enterprises, more precisely for SMEs of emerging markets, sustainability practices especially those related to social and environmental aspects, are grossly neglected. SMEs contribute immensely to the economic progress of a country. But statistics have also shown that a large percentage of the SMEs fail within few years of incorporation or remain stagnant in a small size for a long time. Sickness or stagnation of MSME sector is a cause of concern at national level.

Out of three pillars of Corporate Sustainability (Economic, Social and Environmental) economic viability for obvious reason has remained the most important factor for business growth for centuries but other two pillars that is social and environmental aspects have not been focused until very recently nations and business community have started realizing the importance of these two so far neglected dimensions in achieving the long term business sustainability. Our paper has considered social and environmental aspects of sustainable development in assessing the business growth of the SME organization.

Earlier studies have identified current level of social and environmental initiatives being practiced by SMEs especially in the context of developed nations, but their contribution in improving the business performance of the SMEs is not very evident. Earlier researchers have shown that, some of the important factors that help sustainable growth of SMEs are development of entrepreneurial skill, partnership and collaboration at national and at international level, supportive organization culture to foster sustainable development and government interventions. Government intervention in SME policy space has become more challenging and complex due to emergence of global and digitized economy. Majority of SMEs in transition economies has not been able to exploit the benefits of globalization. In these countries the internationalization effort in SMEs is restricted to exporting only.

The objective of this paper is to develop a model and find out how factors like a supporting organization culture (firm level), collaborative approach of operation (industry level) and government intervention (policy level) impact the sustainability performance of SMEs and how in turn the improved sustainability performance help to drive business growth.

Using the data from 150 MSME firms predominantly from leather and chemical sectors, the empirical results of our study reveal that all three factors namely government intervention, collaborative approach of operation and a supportive organization culture positively influence
the firm’s sustainability performance. While government intervention has higher impact on social sustainability performance, environment sustainability performance is most influenced by collaborative operation. Company’s business performance is positively and almost equally impacted by both social and environmental performance.
Changing The Experience Of Flying: Vistara – The New Kid On The Block, A Case Study

Kevin Savaille
Department of Management Studies
Indian Institute of Technology at Delhi
New Delhi
India
Email: kevin.riott@gmail.com

Flying 32000 feet above the ground, sipping steaming hot Starbucks coffee, biting into a succulent meal and always being greeted by a generous smile – Vistara has changed the way domestic flyers in India are experiencing in-flight services. Being one of India’s newest airlines, it has reached a great following and a very strong brand value. While it does come with its share of challenges and issues, it’s very interesting to study what drives this airline to deliver what is lacking most in the aviation industry – Superb Customer Experience!
Strategic Innovations Factors in Startups: A Cross-Case Analysis of Indian Startups

K. Dinesh
Department of Management Studies
Indian Institute of Technology at Delhi
New Delhi
India
Email: kdinesh.iitd@gmail.com
Email: kdinesh@dms.iitd.ac.in

Sushil
Department of Management Studies
Indian Institute of Technology at Delhi
New Delhi
India
Email: profsushil@gmail.com

Background
High competitiveness in the market and its turbulent environment forces the established firms as well as the startups to concentrate more on strategic innovations. Therefore, strategic innovations support the startups to generate wealth and achieve competitive advantage among other players. Strategic innovation factors are the important lever for the startups to survive in the turbulent market space.

Purpose
Continuous and sustainable strategic innovations are highly required in startups to survive in the highly turbulent and competitive environment of the market. This study aims to analyze the strategic innovations factors in startups and suggest some initiatives to enhance the strategic innovations in the startups.

Method
The author obtained the broad and key strategic innovation factors from the literature related to the startups and new firms. Case study approach is used to study and to get deep knowledge about the strategic innovations in two different startups. Exploratory questions and open interviews are conducted to collect the information about the role of different strategic innovation factors in startups. Furthermore, the cases are compared in a cross-case analysis to generate a generic viewpoint towards the strategic innovations in startups.

Results
Different strategic innovations factors in the startups are compared in the cross-case comparison. The comparison between two startups gives a generic relation of startups and strategic innovations. The role of different strategic innovations factors for the startup's success are presented.
Conclusion
The study reveals that firm-level entrepreneurial orientation acts as the base for other innovation activities. Major strategic innovation factors in startups firm contribute directly or indirectly to product innovation or service innovation.
Strategizing in Digital World: Case Studies Of Retail And Gaming Industry

Abhishek Kumbhat  
Department of Management Studies  
Indian Institute of Technology at Delhi  
New Delhi  
India  
Email: akumbhat@gmail.com

Sushil  
Department of Management Studies  
Indian Institute of Technology at Delhi  
New Delhi  
India  
Email: profsushil@gmail.com

Depending on their capability to adopt technology driven business environment changes in the information era towards the end of 20th century some well-established organizations disappeared, while some new technological giants emerged. After the financial crisis of 2008, this phenomenon was challenged again, making Volatile, Uncertain, Complex and Ambiguous markets, the new normal of our business environments; characterized by an exponential change in the form of new technologies, new business models and new products. Beyond standard linear changes and respective change of management practices, this exponential and uncertain change of the new normal offers a disruptive opportunity, after survival through initial challenges of its embrace. This paper explains the characteristics of such change in business environments, with which the organizations are expected to match up to stay relevant and maintain any position of prominence in the market. This paper further proposes a 3C Model of dimensions of change – Content, Context and Channel, representing what, how and when aspects of such change in today’s digital world. This paper further explains the challenges of strategy development and implementation, in the light of such change across the proposed dimensions in the digital world. This paper illustrates how organizations should respond and modify their strategies in light of such exponential changes, through deep dive case studies of two industries. In the first, retail industry experiences such exponential changes through technology advancements and rising customer expectations; while in the second, real money gaming industry explores a highly comprehensive responsible gaming framework in the current digital operating landscape.
Predicting Entrepreneurial Satisfaction: Women Digital Entrepreneurs’ Perspective

Tanusee Chakraborty
Faculty of Management
Presidency University
Bangalore, State of Karnataka
India
Email: tannu2677@gmail.com

Madhurima Ganguly
Heritage Business School
Kolkata, State of West Bengal
India
Email: mganguly10@gmail.com

The majority of entrepreneurs choose to deploy a project that appears to be prosperous and that offers them with enough monetary ways to enjoy a secure life. For uncountable aspiring business holders, it may be possible that the venture does not bring immediate results or meet their preliminary expectations. Nevertheless, every 12 months there are numerous people who begin new businesses, indicating that there are different (intrinsic) elements motivating them to pursue an entrepreneurial profession. Entrepreneurial happiness/satisfaction is the pleasurable or effective emotional condition as a consequence of the appraisal of one’s commercial enterprise or business experiences. Numerous researches reveal that self-employed people are greater satisfied with their jobs than employees (Benz and Frey 2008a; Blanchflower and Oswald 1998; Bradley and Roberts 2004; Hundley 2001; Katz 1993; Thompson et al. 1992). The role of satisfaction in starting up and maintaining an entrepreneurial project has generally been of interest, yet past studies frequently suggest conflicting findings. Satisfaction with the entrepreneurial enterprise may be derived from both financial and non-financial achievements by the entrepreneur. Now, when the entrepreneur is a woman, she has greater hurdles to tackle to successfully run a venture. Yet she also enjoys entrepreneurial satisfaction. With this background, the present research has attempted to explore the determinants of entrepreneurial satisfaction among women digital entrepreneurs. For this purpose a convenience sample of 120 women digital entrepreneurs were studied with the aid of questionnaire method and telephonic interview. The sample was taken from across four important cities in India- Kolkata, Mumbai, Delhi and Chennai. This study gives a comprehensive insight into the predictors of entrepreneurial satisfaction among women digital entrepreneurs. The results display that non-monetary determinants had been the significant predictors of entrepreneurial satisfaction among women digital entrepreneurs. This study empirically investigates factors that have an effect on entrepreneurial satisfaction. It has been found that founders vary in levels of satisfaction with revenue, achieved material comfort, optimism, business satisfaction, achieved innovation, achieved recognition, achieved employee trust etc. The paper contributes to understand women’s entrepreneurial disposition in India and indicates that more than monetary gains obtained in an enterprise, non-monetary achievements like achieved innovation, achieved recognition, achieved worker trust, and achieved freedom have been significant predictors of entrepreneurial satisfaction. Only higher firm performance
per se does no longer lead to greater happiness amongst founders. We point out the limitations of our research as well, first, the study deals with one country, that is, the India, we use self-reported information for satisfaction, and this can result in some form of cognitive dissonance.
Expansion and Acceptance of E-commerce in Technologically Proliferating Nations: Evidence from India

Soma Patnaik  
Department of Marketing  
School of Management  
National Institute of Technology at Rourkela  
Rourkela,  
State of Odisha  
India  
Email: angelsoma.patnaik@gmail.com

Rajeev Kumar Panda  
Department of Marketing  
School of Management  
National Institute of Technology at Rourkela  
Rourkela  
State of Odisha  
India  
Email: rkpanda@nitrkl.ac.in

The aim of this study is to investigate the factors that influence the expansion and acceptance of e-commerce in the technologically progressing nations. There have been studies conducted on e-commerce adoption by businesses and firms, but the majority of these have concentrated on big firms in the developed nations. Hence, this provides a rationale for the study to understand the reason behind the inadequacy of the developing nations in expansion and acceptance of e-commerce. In order to survive and sustain in this information age, it is imperative for the firms and business houses to follow the wave of electronic commerce or else their sustenance in this competitive age will be in a questionable state. The economic framework established on the foundation of the internet and the knowledge communities are the new business tryst; as both organizations and the consumers are gradually trying to embark on the ease of transacting various products and services globally. Most of the developing nations anyhow are far away from reaping the benefits abundantly due to various bottlenecks for e-commerce to expand and succeed. Therefore the result of this study will be helpful and provide insight for discernment of e-commerce adoption in an effective and efficient manner. The model developed in the study is founded on the TOE framework. Sixteen variables have been contemplated that can influence the expansion and adoption of e-commerce by the developing nations. These sixteen variables have been classified into five facets namely organizational facet, environmental facet, technological facet, individual facet and security concerns. For the study we have proposed to collect data from 300 newly established startup firms. The newly established startup firms have been selected as the target respondents; as these firms are new to the market and they struggle to exist in this competitive and dynamic environment. Even though digitalization has been implemented in India, there are major bottlenecks related to economic, social and technological aspects which creates obstacle for both the firms as well as the consumers for adoption of e-commerce. The
technological roadblocks disrupt the expansion of the infrastructure needed. Hence, the results of the study will be helpful for the policymakers, the organizations to build a robust system which will be helpful for the economic and social advancement of the nation.
Evidences of Customer Loyalty and its Salient Correlates from the Arab World

Shahid N. Bhuian  
Department of Marketing  
College of Economics & Political Science  
Sultan Qaboos University  
Muscat  
Sultanate of Oman

Zafar U. Ahmed  
Department of Marketing  
School of Business  
American University of Ras Al Khaimah  
Ras Al Khaimah  
United Arab Emirates  
Email: zafarahu@gmail.com

Hamed Al-Azri  
Department of Marketing  
College of Economics & Political Science  
Sultan Qaboos University  
Muscat  
Sultanate of Oman

This study investigates customer loyalty and its salient correlates in the Arab world. Contrary to inconsistent findings in the existing literature, this current study examines a fully mediated customer loyalty model and compares it with three alternative configurations involving customer loyalty and its correlates using structural equations modeling. An examination of a sample of mobile internet subscribers in Qatar reveals that a fully mediated customer loyalty model, with all five salient antecedents, best represents the sample data in an Arab country. Specifically, customer loyalty fully mediates the influences of innovation, service quality, trust, satisfaction and switching cost on word-of-mouth communication and repeat purchase. Implications have been discussed.
Usage Intention In E-Banking Service: A Technology Acceptance Model

Nurbaiti
Faculty of Economics and Business
University of Lampung
Bandar Lampung
Indonesia
Email: baiti610@yahoo.com

The evolution of Information Technology moves rapidly. All activities must adapt to this evolution, such as in product development of the banking industry, internet banking development, known as E-Banking product. This banking product development is created to offer and deliver high quality service to customers so that banking customers can achieve and access banking services easily, rapidly, and without mistaken service, or safety transaction. Also, through delivering E-banking, the bank industry could get the efficiency of the operational cost, because of minimizing the amount of ATM investment. Unfortunately, not many customers, especially in Indonesia, use E-Banking services. It is hypothesized that there is a lack of E-Banking product knowledge and perceived risk of safety transaction among the customers. Therefore, this research objective is to analyze whether customers’ usage intention of Indonesian E-Banking is determined by E-banking product knowledge, but moderated by perceived risk and level of education. To achieve this objective, this research will apply a purposive sampling technique of 500 samples, with Structural Equation Modeling analysis.
Utilization of Financial and Performance Report in The Budget Allocation Decision of Indonesia’s Local Government

Fajar Gustiawaty Dewi  
Faculty of Economics and Business  
University of Lampung  
Bandar Lampung  
Indonesia  
Email: fajargd@yahoo.com

In this New Public Management era, local governments are required to design performance and financial reports such as government accountability reports. According to decision usefulness theory, financial report and performance reports are ideally used in decision making on budget allocations. Some studies show different results on the matter. Julnes and Holzer (2001) suggest that performance measures are not used for decision making, budget allocation, or program monitoring. Kapardis, et.al (2016) conducted a study in Cyprus, and argued that better financial reporting would increase the credibility and integrity of public finances and contribute to better management of public resources. The results of his research indicate that there is a gap of user satisfaction of financial reports generated based on IPSAB (International Public Sector Accounting Board) based on the type of information and quality. There is limited evidence about this issue in Indonesia.

This study was conducted using an experimental design with between subject factorial design 2x2 to provide empirical evidence in decisions taken by the budget team. The subjects were inputted into 4 cells using different treatments. The results of this study show that there is no difference decision in budget allocation made by the subjects who are informed of the budget realization reports and financial performance reports (Cell 1) which is given budget realization reports and non-financial performance reports (Cell 2) which is given operational report and financial performance report (Cell 3), and which is given realization operational report and non-financial performance report (Cell 4).

These results indicate that the financial reports and performance reports have not influenced budget allocation decisions. It implies that the local government budget team needs to be socialized continuously about the importance of this information in making budgetary decisions to be efficient and effective.
Budgetary Control as Practice at a University- Shifting Between Enabling and Coercive Controls: A Field Study

S. M. Chaturika Senevirante
Zahirul Hoque
Sri Lanka

This study reports on a case study of the actual practice of internally enacted management controls (i.e., budgeting) in a Sri Lankan private university. The current study investigated how internal agents are capable of producing effects on budgetary control practice in the field in which they operate, and in the ways in which such micro forces influence determining the practical tendencies of enabling and controlling processes and their relative dominance in an organizational setting. The study further illustrated how specific practices/strategies are constituted by agents at different hierarchical levels with varying degrees of freedom to deploy strategic/practical actions and how various agents negotiate their views with both superiors and subordinates and compromise the rules of practice to pursue their interests in operating budgetary control practice. Building upon the Bourdieu’s theory of practice and Clegg’s circuits of power, in this study we followed the tradition of qualitative field research design involving semi-structured interviews, observation of meetings/events, and archival data analysis. Empirical evidence from a Sri Lankan private university reveals although visions of coercive formalization co-exist with an enabling orientation in budgetary practice, in trying to understand and describe control practice in its actual actions, the study specifically found that dominance of coercive control over enabling control becomes apparent as an outcome of the ongoing implicit struggle between internal agents who pursue diverse interests, strategies of actions and power relations in the field.
Beware! Your Consumption Misbehavior is Adversely Stereotyping Your Ethnicity

Jason Cheok  
Sanjaya Singh Gaur  
Department of Marketing  
School of Business  
Sunway University  
Malaysia  
Email: cheokbc@sunway.edu.my  
Email: sanjayag@sunway.edu.my

Consumer group misbehaviors en masse can lead to negative ethnic stereotyping. Recent misbehaviors of some Chinese consumers had resulted in the ethnic group being negatively stereotyped. Related research, however, tends to focus directly on the impart on consumer groups and service employees. However, research on the impact on communities who are involved indirectly are neglected. Therefore, we focused on online communities, who are culturally similar-dissimilar and investigate their reactions on the phenomenon. We used inductive approach and netnography method to gather data and performed thematic analysis to identify emergent themes. We found, generally, culturally dissimilar online citizens, with posterior knowledge from having lived in China, possessed positive reactions such as understanding and forgiving and exhibited enviousness that was benign and positive. In contrast, culturally similar citizens displayed negative reactions, dissociated themselves from the in-group, and exhibited enviousness that was malicious and negative. We propose new theories which can add value to better understand stereotyping phenomenon.
Materialism has become a major problem in the world. Materialistic consumers consume more and unnecessary things. Overconsumption is one of the major threats to the future of human survival. Hence, the intention of this research is to identify the antecedents of materialism in Sri Lanka. Through the Literature review, the antecedents of materialism are identified as; depression, anxiety, self-esteem, and stress. Positivist approach with deductive reasoning was used in this study. Individual adults were taken as the unit of study of this research and this is a single cross-sectional study. A sample of 450 adults was selected according to judgmental sampling technique representing nine provinces in Sri Lanka. A structured questionnaire was used as the data collection tool. Structural Equation Modeling was used to analyze the data. Self-esteem, depression, and stress significantly affect materialism. Self-esteem and depression negatively affect the materialism while “stress” positively affect the materialism.
Understanding Muslim Consumers: An Islamic Marketing Perspective

Hurrem Yilmaz
Department of Marketing
School of Business
American University of Ras Al Khaimah
Ras Al Khaimah
United Arab Emirates
Email: hurrem.yilmaz@aurak.ac.ae

Osama Sam Al-Kwifi
Department of Management and Marketing
College of Business
Qatar University
Doha
Qatar

Zafar U. Ahmed
Department of Marketing
School of Business
American University of Ras Al Khaimah
Ras Al Khaimah
United Arab Emirates
Email: zafaruahmed@gmail.com

This study provides a comprehensive review of Islamic marketing and its recent evolution as an important field that complements current marketing practices. To set the foundation for the ethical framework, this study starts by introducing the relationship between Islam and business activities, which is built upon creating a value-maximization approach based on the interests of all stakeholders. Resources and reports that describe Islamic markets across the world are reviewed to define ways to segment the large Muslim population. Then, the principles of Islamic marketing are presented to guide businesses that are aiming to penetrate Muslim markets through an appropriate marketing mix strategy. Examples of successful companies and social media platforms are presented as sample case studies.
Purchase Intention Umrah Travel in Indonesia Through E-Commerce

Dani Wadiandini S.Ds.
Dina Dellyana., S. Farm.
School of Business and Management
Bandung Institute of Technology
Bandung
Indonesia
Email: Dani.wadiandini@sbm-itb.ac.id

It is estimated that in 2016, global Muslims spent USD 169 billion in halal travel. The top market in Muslim Tourism is Saudi Arabia, particularly related with Umrah & Hajj. In the same year, Indonesia is the country with the 3rd most umrah pilgrims. This study focuses on the Umrah Travel business in Indonesia through e-commerce since there are huge fraud phenomenon related to Umrah Travel in recent years. The objectives of this study is to identify factors that influenced purchase intention of Umrah Travel in Indonesia through e-commerce. Analysis of data from literature study, quantitative survey, and observation are applied in this study in order to provide the targeted result.

Preliminary results of the study is that variables that affect purchase intention in Umrah Travel through e-commerce are brand equity, online trust, perceived convenience, payment system, and website quality. This study result could be used as a guideline for e-commerce that particularly run in Umrah Travel business field.
The unique characteristics of intimate apparel product category involves a substantial role of the salesperson in women’s purchasing decision. This research explores customers’ emotions and values in interaction with sales people and its impact on purchasing decision. Drawing on different attributes of salespersons and customers (i.e., services offered by salespersons, customers’ desire to look attractive, emotions and brand name) this study surveyed 301 Malaysian females’ experiences of purchasing intimate apparels. The study shows that customer’s desire to look attractive and salesperson’s service have direct impact on the customer’s emotions which in-turn mediate the relationship between desire to look attractive and loyalty to the brand as well as salesperson. Customer’s emotions are also found to mediate the relationship between salesperson service and loyalty to the brand as well as salesperson.
Dynamics of Estimation of Liquidity Created by Banks Across India

Naina Grover  
Faculty of Management Studies  
University of Delhi  
New Delhi  
India  
Email: naina9711@gmail.com

Sinha  
Faculty of Management Studies  
University of Delhi  
New Delhi  
India  
Email: pankaj.sinha@fms.edu

Purpose- Risk transformation and liquidity creation are the two main functions of a bank. Considering the important role liquidity creation plays in an economy, there isn’t any comprehensive measure of liquidity creation that exists in our country. This paper estimates the notional value of liquidity created by Scheduled commercial banks in India over the period of 2005 to 2017. We have also estimated liquidity creation based on ownership and size. Here we will be addressing questions like what is the magnitude of the liquidity created by Indian banking industry; how it has varied over time. How does it vary in different groups of the banking system.

Methodology- We have created four measures of liquidity creation by Indian Banks based on the measure developed by Berger and Bouwman (2009). This study exclusively focuses on secondary data. Our sample includes annual data from 2005 to 2017. Data related to liabilities and assets of banks have been extracted data from RBI’s database on Indian economy. Off balance sheet activities have been taken from Capitaline and ProwessIQ. We have excluded banks who were in the process of merger during a year due to data availability issues. We have estimated liquidity created by each group i.e. public, private and foreign banks from 2005 to 2017. We also divided our sample based on total assets i.e. top 30 %( 70th percentile) were categorized as large banks, bottom 30 % ( 30th percentile) were small banks and rest 40% were put into medium banks category.

Findings-We have estimated Liquidity created by Banks in India as on 31st March 2017 as per broad measure is Rs.42543993 million which is 31% of total assets. We found off-balance sheet activities play significant role in liquidity creation as half of the liquidity creation as per broad measure is determined by off balance sheet activities. Recently there have been discussions about privatizing nationalized banks however; we found nationalized banks contribute the most towards the liquidity creation. Based on size, we have found large banks contribute the most towards liquidity creation whereas small banks are creating slightly negative liquidity.
Originality-Most of the studies are confined to developed economies like US, European countries. As far as India is concerned, we are the first to estimate overall liquidity created by banks in general, based on ownership and size. Future scope-Indian banking industry is currently burdened with stressed assets; NPAs. It will also be interesting to see how all these factors affect liquidity creation. One can estimate optimal amount of liquidity an individual bank should create considering various types of risks and economic condition.
Designing Hybrid Flexible Systems for Generation X: The Millennials (Developing ARC Framework for 2S: Scaling and Sustenance)

Ankush Grover  
Department of Management Studies  
Indian Institute of Technology at Delhi  
New Delhi  
India  
Email: ankush@innov8.work

Rakhi Arora  
Department of Management Studies  
Indian Institute of Technology at Delhi  
New Delhi  
India  
Email: rakhi.arora1991@gmail.com

Time’s Magazine front cover for May 2013 come up with the header ‘The ME ME ME Generation’, and further adding that millennials are lazy narcissists who still live with their parents but interestingly ending the header with a thought-provoking fact saying why they’ll save us all. One who googles the keyword Millennial will receive links with statement that millennials are lazy, killing, stupid.

The trends show the emerging nature of the Gen-X in professional and entrepreneurial settings, which is important as well as challenging. With the advancement of technology, communication systems, design systems and process around the same, the critical factor will be the sustenance and need of previous flexible systems. The idea of this research paper is to develop the frameworks for the Gen-X in accordance to meet the factorial need of recognizing their objectives, reviewing and recognizing the efforts in the continuous entrepreneurial setup.

The picture which we are trying to form through this study is on a cocktail of launch pad preparations for millennials, hence factored with ARC to achieve the scale and sustenance for a long run in both professional and entrepreneurial setups.
Hyatt Hotels Corporation, an international hospitality company, has been an industry leading brand over the last sixty years. Hyatt is an estimated $5-7 billion company with more than 90,000 employees. It owns, manages or franchises more than 725 properties comprising of hotels, resorts and vacation properties with Hyatt regency been the flagship brand. Hyatt consists of mid-size, family-friendly brands to premium luxurious life style and all-inclusive resort brands. Hyatt has always been in the forefront in innovation with the unveiling of different brands across the segments and adopting new age technology. Their goal has been to be most preferred hospitality brand, loved and respected by all and achieve long-term growth for the company. Hospitality is highly competitive and economy dependent cyclical industry. Marriott and Hilton are the traditional competitors along with sharing economy companies like, Airbnb been new entrants in the ring.
Creating World Class Universities: Framework for Roles and Competencies for Academic Leaders in India

Darshna Vaghela  Banker
Kanika T. Bhal
Department of Management Studies
Indian Institute of Technology at Delhi
New Delhi
India
Email: darshnabanker@gmail.com

Despite having potential, Indian universities are facing difficulty in getting world class status due to the unique context of the Indian higher education sector. Since institutional success is majorly attributed to the academic leadership, the solution to how more and more world-class universities can be built lies in understanding what their leaders do. We have used three criteria for building world-class universities (abundant resources, concentration of talent and appropriate governance) to understand where Indian universities are lagging behind or what challenges they face to attain world-class status as our first objective. As a second objective, we explored different roles that help academic leaders resolve these challenges. In depth interviews of twelve Indian academic leaders of institutes and universities ranked in the international rankings like Quacquarelli Symonds (QS) and Times Higher Education World University Rankings (THE-WUR) as well as Financial Times (FT) were conducted and texts were analyzed using Nvivo Pro 11. Thematic analysis technique of qualitative data analysis was used to draw inferences and identify roles. We mapped these roles on the different challenges and discussed how these roles help eliminate issues persisting in the Indian higher education sector. On the basis of basic activities and duties carried out by academic leaders in each role, we have listed certain competencies/skill sets required for Indian academic leaders.
Examining the Role of Motivation on Employee Performance: A Case of Public Sector in Ghana

Annu Tomar
Department of Management
Indian Institute of Management at Rohtak
Rohtak
State of Haryana
India
Email: annutomar27@gmail.com

Motivation is crucial for organizations to function. Without motivation employees will not put up their best output and the organization’s performance would be less efficient. The situation is even more serious in developing countries where working conditions are not pleasing. The upper west region is also bedeviled with low standard of education, poor infrastructure and poor road network and for that matter northern Ghana has been the concern of many people, especially of northern exaction. The reasons for this situation are partly due to the slow progress in the development of the north. It is in view of this that this study seeks to assess the role of motivation on employee performance in the public sector with particular reference to employees of the University for Development Studies (UDS) at its Wa Campus in the Upper West Region.

The case-study approach was adopted for the study with both qualitative and quantitative techniques such as stratified sampling and accidental sampling techniques were employed. Key informant interviews and questionnaires were the methods of data collection for the study and SPSS software was used to analyze data collected from the field. The study found that, motivation packages for the staff of UDS Wa Campus were not adequate and up to the mark. This was evident in the non-availability of residential accommodation and transport for staff. Though senior members enjoy professional allowance, book and research allowance, free medical care, off-campus allowance and entertainment allowance they complained that the amount involved was insufficient. However, on the part senior and junior staff, it is only free medical care they benefit from. Monetary rewards and a conducive working environment were the preferred form of motivation for workers revealed by the study. The effects of poor motivation on work performance on the Wa Campus were absenteeism, low output and high labour turnover. The study therefore, recommends that management should liaise with GETFUND and other donor agencies such as Habitant International to build residential accommodation for staff and institute end of year awards ceremonies to motivate staff.
Envisioning, Explicating and Relating Augmented Reality in Retailing

Pei Shan Soon
Jessica Sze Yin Ho
Sanjaya Singh Gaur
Department of Marketing
School of Business
Sunway University
Malaysia
Email: peishans@sunway.edu.my
Email: jessicah@sunway.edu.my
Email: sanjayag@sunway.edu.my

This paper presents a comprehensive review of Augmented Reality (AR) literature in retail context. Based on its heuristic nature, this study derives insights from envisioning, explicating and relating concepts pertaining to AR in retailing. Findings show that more work is needed in certain perspectives, i.e. social perspective, psychological perspective, commercial perspective, technology and media perspectives, as well as personality and individual differences perspectives. By summarizing variables used in previous studies, the review also sheds light on avenues for future research.
While the effectiveness of loyalty cards to reduce customer switching intention or switching behaviour is regularly applied in the retail sector, this study argues that the typical antecedents to loyalty may not apply in the context of commodity retail services, especially in the fuel retail services sector where there is little differentiation between the products and services offered. This study explores the antecedents of switching intention during service encounters. The study also examines the role of loyalty card attractiveness in mitigating the strength of relationship between switching intention and switching behaviour. Using data from 303 respondents collected through a survey, the results of this study reinforce the role of loyalty card as key factors influencing customers to continue their relationship with current fuel retailer, including during situation where service expectation fails.
Millennial Generation Customers’ Perception Toward the Eco-friendly Products In Indonesia

Tiyas Danu Hapsari
Dina Dellyana
School of Business
Bandung Institute of Technology
Bandung
Indonesia
Email: tiyas.danu@sbm-itb.ac.id
Email: dina.dellyana@sbm-itb.ac.id

Indonesia has many creative industries that utilize the waste materials to generate a product. Most of creative products using waste materials are more expensive than the conventional because they need more time to produce and have difficulty in the process. It is contrary to the customer’s demand. Price and quality are supposed to be the customer’s consideration although it has value added or not. This research study tries to find out the customer’s perceptions about the eco-friendly products using waste materials and how much more money they are willing to pay. A sample of 150 respondents who were born as the millennial generation, in the three big cities in Indonesia such as Jakarta, Bandung, and Yogyakarta was selected. The results of the study highlight that the customers would like to pay the eco-friendly products in the amount of 5% to 10% higher than the conventional products and the quality is supposed to be more competitive than the conventional products.
Organizational Change, Positive Emotions and Emotional Contagion: Role of Change Agent

Liji James
Swati Dhir
Indian Institute of Management at Kozhikode
Calicut, State of Kerala
India
Email: swati.dhir@imi.edu

Change is inevitable in organizations. However, it might bring lot of turbulence in the organization, if it is not handled properly. The organizational change literature has extensively studied the change phenomenon to get a better grasp of it. However there are few studies to understand the role of Change Agent (CA) in influencing the behavior of Change Recipient (CR) in order to improve the organizational performance. This paper explores the role of CA and the process of emotional contagion for influencing the behavior of CR for successful execution of change initiatives in organization. Characteristics of CA and moderation effect of Organization identity and Information Symmetry has also been explored.
Inter-surface Organizational Problems and Technology Management

S. Satyanarayana
Vishnumurty Narra
Demudu Babu Karri
Bharat Sanchar Nigam Limited
Hyderabad
India
Email: satyamsiri@gmail.com
Email: narra_vishnu@yahoo.com
Email: babu.karri@gmail.com

This article is a multi-disciplinary study of Inter-Surface Organizational Problems of Technology Management from Philosophical Perspective. This article throws light upon major organizational and Human Resource related variables such as Job Security, Age, Management Goals Perception of workforce and Work attitude and analyses their relationship, role and influence upon Technology Management. In Telecom sector, inter surface problems are more vivid between New Generation Technologies (NGN) on the one hand and conventional Landline technologies such as C-DOT,OCB,EWSD and 5ESS on the other hand. Similarly, even in mobile technologies, the same problem is surfacing between the modern 5G, 4G Vs. 3G, 2.5G and others.

Thus, this article has powerful theoretical foundations reinforced by advanced research, upon a sample of 726 (n=726) in HR domain (Doctoral work in Psychology), and upon a sample of 761 (n=761) in Marketing domain (Doctoral Work in Mktg. Mgmt) using highly standardized instruments with a scientific item validity index and Reliability Coefficients with more than 0.80 (rhh =0.80) at less than 0.001 level, that is, measuring instruments are designed as per International Standards.
Differences in Employee Perceptions on Downward and Upward Communications

Meldasari Said
Faculty of Economics and Business
Sekolah Tinggi Ilmu Ekonomi Indonesia
Banjarmasin
Indonesia
Email: meldasaid75@gmail.com

Laila Refiana Said
Faculty of Economics and Business
Lambung Mangkurat University
Banjarmasin and Banjarbaru, South Kalimantan
Indonesia
Email: lrsaid@ulm.ac.id

This study aims to analyze differences in employee perceptions on downward and upward communications. Downward communication is the interpersonal communication from the management (leaders) to the employees, while upward communication is the interpersonal communication from the employees to the management. The variables analyzed were openness, empathy, and supportiveness. The sample of study was 159 mechanic workers at one of the biggest coal mining companies in South Kalimantan, Indonesia. The sign test showed differences in employee perception for the variables of openness and supportiveness between downward and upward communications. Respondents more positively perceived upward communication compared to downward communication. This indicates unsatisfactory feeling towards how the company communicates with the employees. The implication of this research is the need to improve the quality of communication between management and employees, to prevent high turnover due to employee dissatisfaction in regards to the way of communication is managed by the company.

Key words: Downward Communication, Upward Communication, Employment, Human Resource Management, Sign Test, Survey Method.
Influence of Neurodiversity with Special Reference To Autism In Enhancing Capacity Building Towards Entrepreneurial Orientation

Broto R. Bhardwaj
Entrepreneurship Cell
Institute of Management and Research
Bharati Vidyapeeth University
New Delhi
India
Email: brotobhardwaj@gmail.com

Praveen Khullar
School of Business
G.D. Goenka University
Gurgaon
State of Haryana
India

The aim of this research is to study neurodiversity especially autism and to explore the degree of the creative ability which can be utilized for enhancing capacity building leading to Entrepreneurial orientation. It also includes the study as to how neurodiversity influences the entrepreneurial orientation leading to skilling of autistic workforce. Review of literature reveals that at present, no research has found a correlation between the Autism and Entrepreneurial Orientation. The research will focus on the gap of characteristics of autistic persons which can make the neurodiverse workforce more creative. The research will also study the motivational and societal factors which restricts neurodiverse workforce from entering mainstream employment in Indian Context. The research is intended to measure characteristics of neurodiverse workforce especially autistic persons, which influence entrepreneurial orientation (EO) for better employability. Two case studies of autistic persons will be developed based on the issues pertaining to learning abilities. The research has several policy, managerial implications and future research in this domain. This research will contribute in the country’s initiative of “Inclusive India” launched in June, 2017.
Employee Creativity: A Mechanism for Closing Research Lacunas in the High Work Performance System Firm Non-Financial Performance Nexus

Abdussalaam Iyanda Ismail
School of Business Management
College of Business
Universiti Utara Malaysia
Sintok
State of Kedah
Malaysia
Email: iyandaismail@gmail.com

Abdul-Halim Abdul-Majid
School of Business Management
College of Business
Universiti Utara Malaysia
Sintok, State of Kedah
Malaysia

Hammed Oluwaseyi Musibau
Faculty of Economics and Management
Universiti Sultan Zainal Abidin
Kuala Terengannu
State of Terengannu
Malaysia

The fact that the extant research findings have identified lacunas (i.e. gaps, unresolved issues, and black box) in the HPWS-Performance relationship and suggested usage of a mechanism (mediator) through which the identified lacunas will be closed underpins the objectives of this study. Thus, this study investigates whether employee creativity can play a mediating role in the relationship between High Work Performance System (HPWS) and firm non-financial performance. The sample size of the study is 518, and respondents were selected through stratified sampling technique. Data were collected from the sampled 518 managers in Nigerian firms. Partial Least Squares (PLS) algorithm and bootstrapping technique were used for data analysis. The overall findings signify that firm non-financial performance can be enhanced through HPWS that induces employee creativity by getting employees out of their comfort’s zone and make them explore new way or method of doing things with no fear of failure. These results indicate that HPWS can stimulate employees to wield the desired behavior that is compatible with the organizational strategy and induce a creative situation that will lead to meso-level individual creativity bordering on task motivation, domain-relevant skills, and creativity-relevant skills. Lastly, the implications, limitations and suggestions for future research are discussed.
Investigating Libyan Teachers’ Attitudes Towards Instagram Application and English Vocabulary Teaching

Khaled Ali M. Alikurtehe  
Mohan Rathakrishnan  
Hariharan A/L N. Krishnasamy  
Rashid M. S. Elsarmani  
School of Business Management  
College of Business  
Universiti Utara Malaysia  
Sintok  
State of Kedah  
Malaysia  
Email: khaledali923@gmail.com  
Email: rmohan@uum.edu.my  
Email: hni1084@uum.edy.my  
Email: rashid.mohamed83@yahoo.com

In spite of all that technology has to offer, students, classrooms, and some systems of education are yet to integrate modern technology into their curriculum such is the situation with education systems in Libya where efforts to integrate technology into its education systems are still at an early age because previous Libyan administrations lacked plans or strategies to incorporate technology into learning. To date, the process has remained slow and complex even though Libya has revolutionized. This qualitative research seeks to investigate the attitudes of Libyan English language teachers on using technology, in this case, Instagram in teaching.

The study also tried to look into various aspects of literature which evaluated both why technology e.g. internet and media platforms have been slow and the benefits this forms of modernization have brought about after being integrated into the classroom. Moreover, the study tried to evaluate and measure the frequency of use modern technology tools in this case being; Instagram in classrooms and investigate what members of the education faculty perceive as barriers that hinder their attempts to incorporate media platforms into their teaching. The data was collected through structured and semi-structured interviews, the objectives of the research which was evident in the interview includes; (a) Understanding of Technology, (b) Types of Technology and (c) Cultural and traditional styles of learning and teaching.

Five Libyan English language teachers participated in this research; all of them are in-service teachers. They all have a teaching qualification from recognized Libyan universities and an experience of at least two years. They teach at Preparatory and high schools.
The study aimed at the explore the mandatory resources needed for taxpayers and tax administration’s success toward greater revenue generation. In achieving this, a case study method was used to collect data from tax officers in Federal Inland Revenue Service (FIRS) and selected taxpayers in Nigeria. The data was analyzed using thematic analysis and descriptive statistics. The main finding of the study is that FIRS performance is affected by lack of required tangible and intangible resources in carrying out tax functions. Among the insufficient tangible resources include computers, infrastructures, mobilities and stationeries needed for tax administration practices. FIRS performance is also affected by lack of intangible resources like inadequate employees’ training. The result of taxpayer’s survey shows that taxpayers can responds to tax payment where they have a means of generating income. And where government educate taxpayers on tax system that will increase their compliance level. And where government provide adequate security on business that will increase taxpayers business income and eventually tax revenue generation. The research recommends that government should provide taxpayers with employment or business opportunities, tax knowledge and protect taxpayers’ business environment. Also, government should provide FIRS with necessary equipment and grant absolute autonomy to FIRS to enable it to recruit employees with basic qualification, skills, integrity and honesty.
Going Home and Helping Out? Returnees as Propagators of CSR in an Emerging Economy

Qin Han
Dhillon School of Business
University of Lethbridge
Lethbridge
Alberta
Canada
Email: qin.han@uleth.ca

Jennifer E. Jennings
Runjuan Liu
P. Devereaux Jennings
Alberta School of Business
University of Alberta
Edmonton
Alberta
Canada

This paper extends nascent work on returnees as agents of socio-economic change by examining whether and how they influence the corporate social responsibility (CSR) of privately held enterprises in an emerging economy. Integrating theory and research from the international business (IB) and CSR literatures, we argue that the scope and intensity of CSR practices implemented in such organizations will be directly and indirectly shaped by an owner-manager’s education and/or training abroad. We examine our hypotheses using a test-retest design, with nationwide survey data collected in 2002 and 2004 on separate samples of privately owned firms in China. Our findings document the positive impact of education/training abroad on both the scope of social/environmental sustainability initiatives and the intensity of charitable donations. We also contribute evidence that an owner-manager’s returnee status exerts direct effects on these indicators of CSR above and beyond indirect effects stemming primarily from the greater profitability and size of returnee-led firms.
Pedagogical Implications of Text Message Related Errors on Essay Writing Of Secondary School Students

Rabiat Ajoke Alabere
College of Business
Universiti Utara Malaysia
Sintok
State of Kedah
Malaysia
Email: iyandaismail@yahoo.com

Text messaging is a common way people communicate among themselves all over the world. This paper focuses on investigating the increasing concern of educators, parents and stakeholders in the excessive use of text message and its implications on writing skills of students. This paper intends to see the level of the effect on their written essay. The findings of this study show that students transfer language of text messages into their written essay. It shows the level of transfer of errors from text-message related errors such as wrong spellings into academic writings and examinations. Errors such as slang, acronym, and abbreviation etc have become part and parcel of students in their writings and these are looked into in this paper showing the negative impact on the Standard English. Recommendations and suggestions on the best way to use GSM were also given at the course of this study.
The Influence of Organizational Climate on HR Practices, Leadership Styles and Health Workers Retention

Yoshifumi Harada
Faculty of Management Sciences
Prince of Songkla University
Korhong, Hat Yai, Songkhla
Thailand
Email: yoshifumi_harada@yahoo.com

Mohammad Fathi Almaith
School of Business Innovation & Technopreneurship
Universiti Malaysia Perlis
Arau,
State of Perlis
Malaysia
Email: mmaaitah1987@gmail.com

Ndanusa Mohammed Manzuma-Ndaaba
National Orientation Agency
Federal Secretariat Complex
Ilorin
Nigeria
Email: mnzumal@gmail.com

Applying social exchange theory and Herzberg two factors theory, this study examines the moderating effect of organizational climate on the relationship between human resource practices, leadership styles and employee retention in Jordanian public hospitals. Self-administered questionnaire was used to collect the data from medical Doctors in order to examine how organizational climate moderates the employee retention and human resource practices and leadership style in Jordanian public hospitals. Data were collected utilizing international accepted measurement tools, 383 questionnaires were distributed across the sampled and analyzed by partial least square (PLS) path analysis and the result show all the dimensions of HR practices to be positively related to employee retention except employee engagement. For leadership styles, both transformational leadership and transactional leadership styles were supported. Similarly, both variables of HR practices and leadership styles variables were moderated by organizational climate, except career development which is insignificant. The implication of these findings is more beneficial to Jordanian government by way of drawing the attention of policy makers to create work environment through adequate compensation, career development opportunities, work-life balance indices, employee engagement and combination of both transformational and transactional leadership styles at work place. These will not only retain the best brains but will also increase productivity across the country. The academics will also draw from these results as references and recommendations within the limitations of the study.

Saheed. A. Nurein
School of Business Innovation and Technopreneurship,
Universiti Malaysia Perlis
Arau
State of Perlis
Malaysia
Email: saheed_nurein@yahoo.com

Mohd Salleh. Hj. Din
School of Business Innovation and Technopreneurship,
Universiti Malaysia Perlis
Arau
State of Perlis
Malaysia
Email: sallehdin@unimap.edu.my

Previous studies have examined the influence of working capital management on firm value by using enterprise value as a proxy for firm value measurement. However, there are deficiencies in enterprise value as a measure of firm value, which undermine its strength as measure of firm value and weaken the impact of working capital management on firm value. In this regard, this study examines the influence of working capital management on firm value using a modified enterprise value measurement as proxy for firm value. Using a panel data analysis on 419 listed firms on mainboard of Singapore Exchange for the period 2006-2015, the findings showed that working capital management influences firm value with the new modification to enterprise value measurement. It is suggested that for a better understanding of the influence of working capital management on firm value, there is need to adopt the modified enterprise value measurement as a better proxy for firm value.
The significance of telecommunication services in the modern days transcend beyond simplifying business transactions as well as its contribution to the nation’s Gross Domestic Product (GDP). Its importance center on the impact it has on the socio-economic development and the general wellbeing of the people. Given this background, the Nigerian telecommunications sector was deregulated immediately the country returned to democratic rule in 1999 to give room for efficiency and quality service delivery in the sector. However, despite the reforms in the sector there are still some challenges hindering quality services in the industry. The aim of this paper is to investigate the challenges of mobile telecommunications and electricity consumption in Nigeria and its effects on socio-economic development and the impact of telecommunication infrastructure and electricity consumption on economic growth in Nigeria using time series data spanning from 1980–2018 period. The paper established a good theoretical understanding on the challenges of telecommunications sector in Nigeria. The findings of the study revealed that, the telecoms sector still encounters various obstacles which slow down the pace of operation and the service quality. Empirically, the following results obtained from our study: (i) In contrast to existing public perception, telecommunication infrastructure and electricity consumption does not cause economic growth in Nigeria and official interest rate was negative and not significant (ii) Telecommunication infrastructure, electricity consumption and human capital development cause growth in the long run. The paper recommends policy to promote investment in both telecommunication and electricity infrastructure in Nigeria in order to reduce the transactional cost of firms and increase productivities thus economic growth.
Understanding Mobile Commerce Intention Among Nigerians: Hybriding TPB, UTAUT and the role of Perceived Security and Awareness

Maruf Gbadebo Salimon
School of Business Management
College of Business
Universiti Utara Malaysia
Sintok, State of Kedah
Malaysia

Sany Sanuri Mohd Mokthar
School of Business Management
College of Business
Universiti Utara Malaysia
Sintok, State of Kedah
Malaysia

Rushami Zien Bin Yusoff
School of Technology Management and Logistic
College of Business
Universiti Utara Malaysia
Sintok, State of Kedah
Malaysia

Muniru Sheu Mashi
School of Business
Federal University at Dutsinma
Katsina State
Nigeria
Email: salimonmg@gmail.com

The aim of this paper is to present a conceptual model that can be used to effectively predict intention to adopt mobile commerce in Nigeria. In order to predict intention to adopt mobile commerce, the study employed Universal Theory of Acceptance and Use of Technology, Theory of Planned Behavior, perceived security and awareness constructs. A quantitative approach using cross-sectional survey was employed to collect data from 509 mobile commerce consumers. The data were analyzed using Partial Least Square structural equation modelling based on SmartPLS-SEM. The empirical results of the study revealed that subjective norms, perceived behavioral control, hedonic motivation, perceived security significantly predict attitude and mobile commerce intention and explained 60.5 per cent and 39.4 per cent of the variances of the two endogenous variables. Non significant relationship was found between awareness and attitude. The results of this study would be useful for Mobile Commerce providers to know which aspect of the mobile commerce to improve on and to come up with policies that will encourage adoption.
Policy Issues in Education Reforms in Thailand: An Analysis through ACF Model

Prakaydao Krissadee  
GSPA International Program  
National Institute of Public Administration  
National Institute of Development Administration  
Bangkok  
Thailand  
Email: zipzour@gmail.com

The purpose of this research paper is to analyze the public policy on education in Thailand and to identify policy issues identified with reference to Advocacy Coalition Framework (ACF). Expenditure on education being the third largest single budget line in Thailand is significant and was around 20% of the total government expenditure and 5% of GDP over last 10 years. However, whether this expenditure has delivered what is expected from education reforms and policy changes is questionable in the journey of moving beyond the “middle-income trap” and reaching sustainable growth objectives. Study is carried out by analyzing the influences of actors who are likely to have lobbied and influenced the National Social and Economic Development Policy document to integrate education objectives with lifelong learning and the knowledge-based economy by referring to ACF. Major areas focused in the policy issues are Curriculum Development, Development of Teachers and School Leaders and ICT Education. Study finds that there are persistent difficulties in translating reforms into actions mainly at the school level and they are seen to be complex. Core beliefs and interest of powerful actors are dominating the policy making process where the ministry of education plays a key role relatively with high ambitious. Strong hierarchical structure in delegation of power and authority causes for having imbalances in policy objectives as the influence of others is trivial in the policy core beliefs. IT education and use of technological devices take high priorities even though actors are less concerned about processes though which new knowledge and competencies are improved by using such technological devices. It has been identified that desired outcome of ICT education is not satisfactory mainly due to lack of trained teachers, poor training and poor learning process. Policy issues pertaining to teacher development can also be identified within the ACF. Due to poor coalition and coordination among actors, proper revisions and developments to curriculum had not taken place. In the education policy making process, institutions (ministries and other implementing agencies of education policy in Thailand), networks (Interactions with those institutions and individuals), socioeconomic process (How education policy revision process takes place by taking into account the needs and beliefs of various actors), choices (Bargaining of each actor to give more prominence to their proposals), and ideas (beliefs and improvement to beliefs and thought due to new information are identified as major actors who engage in an advocacy coalition in policy making process.
An Exploration of the Factors Influencing the Quality of Library Services Across Sri Lanka: A Marketing Perspective

Kaththota Ralalage Niluka Harshani
Graduate School of Management
Management and Science University
Shah Alam, Selangor
Malaysia
Email: wimukasi@yahoo.com

Zafar U. Ahmed
Department of Marketing
School of Business
American University of Ras Al Khaimah
Ras Al Khaimah
United Arab Emirates
Email: zafaruahmed@gmail.com

Ali Khatibi
Graduate School of Management
Management and Science University
Shah Alam, Selangor
Malaysia
Email: alik@msu.edu.my

The traditional model of library services has evolved considerably over the decades to provide an ample opportunity to its users to acquire memorable educational experience. Contemporary libraries try to create learning opportunities for communities being a knowledge center through their innovative programs. Hence, today’s libraries continue to upgrade their innovative capabilities in order to serve their clients (consumers) in a better fashion. Library service providers are supposed to offer their services consistently in a measurable manner. Contemporary users (consumers) expect an efficient and effective library service from their staff. Providing a customer oriented service has become a significant challenge to modern librarians and to their information management professionals. With the new development in information technology, satisfying user needs has become a major challenge for libraries. It has become imperative for contemporary libraries to formulate appropriate consumer centric marketing strategies to serve their clients in an effective and efficient manner. Academic scholars have found a number of diverse characteristics and dimensions affecting the library service quality. Therefore, this research explores the factors affecting the service quality of libraries across Sri Lanka from a marketing perspective.
Students’ Attitudes towards Use of Cloud Computing in Lately Established State Universities in Sri Lanka

Munasinghe P. G.
Wijewardana W. P.
Faculty of Management Studies
Rajarata University of Sri Lanka
Mihintale
Sri Lanka
Email: pgm653@yahoo.com
Email: percywpv@yahoo.com

Cloud computing is becoming a prominent technology among the individuals with its exclusive characteristics and usage of remote resources through the Internet. This study examined the factors affecting to the university students’ attitudes towards the use of cloud computing in lately established universities in Sri Lanka. A Structured questionnaire was developed and collected data from 150 respondents following the purposive sampling technique. A research model was developed and five hypotheses were tested using Correlation analysis and Multiple Regression Analysis. The results of this study reveals that Perceived Usefulness is the most Important variable to improve the students’ attitudes to use the cloud computing. Further, other factors Perceived Ease of Use, Perceived Security, Perceived Ease of Access and Social Influences also affect to the students’ attitudes towards the use of cloud computing. Learning environment of lately established universities in Sri Lanka should be improved to access the cloud based resources of the students to improve students’ attitude towards use of cloud computing.
Attitude Towards Email Advertising Among the Students in Rajarata University of Sri Lanka

Munasinghe P. G.
Wimalasiri P. D.
Faculty of Management Studies
Rajarata University of Sri Lanka
Mihintale
Sri Lanka
Email: pgm653@yahoo.com
Email: wimalsri@yahoo.com

E-mail advertising is rapidly progressing among businesses due to advancement of technology, clicking on e-mail advertisement be not up to the expected level. The study examines the students’ attitude towards clicking on email advertisements by students in Rajarata University of Sri Lanka. Literature noted that users did not click on e-mail advertisement due to its dimensions. Empirical data collected from 150 students from Rajarata University of Sri Lanka using administrative questionnaire, which was built on empirically evidences. Data analysis comprised statistical tools including correlation and regression analysis. According to the research, findings design features and content features of emails statistically significant students’ attitude towards use of email advertising. The design features such as colours and fonts and the content features such as brand name, subject line and length of email have to be used effectively to improve the students’ attitude towards email advertising. Hence, advertising companies are well advised to design their e-mail advertising messages carefully with necessary contents targeting the relevant groups.
Entrepreneurial Spirit among Management Undergraduates in Public Universities of Sri Lanka

Rev. W. Wimalaratana,  
Department of Economics  
University of Colombo  
Colombo  
Sri Lanka  
Email: wimala10@gmail.com

R. P. C. K. Jayasinghe  
Department of Public Administration  
University of Sri Jayewardenepura  
Sri Soratha Mawatha, Nugegoda  
Sri Lanka  
Email: chamariek@gmail.com

A Sri Lanka is a slow moving small economy in south Asia and its growth is checked by a number of factors including insufficient educated business community. There are fifteen public universities in Sri Lanka in addition to a few private universities. Management is one of the most popular degree programs among undergraduates in all universities.

Management is considered as one of the most potential study streams to promote the entrepreneurial spirit in a country. The objective of this study is to examine the entrepreneurial spirit among management undergraduates in Sri Lankan public universities.

The necessary data for the study is collected from a sample survey. Both qualitative and quantitative methods are used to analyze the data. The findings suggest that the entrepreneurial spirit among management students is low due to a number of reasons including less risk taking for entrepreneurships.

Key Words: undergraduates, entrepreneurial spirit, management, university curricular
Business Models in Social Entrepreneurship: A Systematic Review

Anil Kumar  
Centre for Social Entrepreneurship  
Tata Institute of Social Sciences  
Mumbai  
State of Maharashtra  
India  
Email: writetoakanil@gmail.com

Majumdar Satyajit  
Centre for Social Entrepreneurship  
Tata Institute of Social Sciences  
Mumbai  
State of Maharashtra  
India  
Email: satyajit@tiss.edu

Business model and social entrepreneurship as separate research studies have gained attention from academia, practitioners, and policymakers. However, little exploration has done on business models in social entrepreneurship. Social entrepreneurship that is based on innovative solutions to resolve the social problems and to create positive social impact through social value creation has failed to answer how to sustain the social enterprise. Understanding this problem, the systematic literature review of business model and synthesis of both concepts social entrepreneurship and business model have done. The available literature suggests that social entrepreneurship is a new model of organizing and conducting businesses in novel ways to solve the social problem. Systematic literature review on business model suggests that social entrepreneur establishes a social enterprise in this process and deals with strategic issues related to the process of creation, delivery, and capture of value. Available literature on the business model and social entrepreneurship explains that how to create and capture value. However, the process of value delivery to the prime stakeholders is still an unexplored area of study.
Determinants of Global Five Star Hotels Brands: A Sri Lankan Perspective

Kumudinie Champa Liyasilinie Iddamalgoda
Graduate School of Management
Management and Science University
Shah Alam, Selangor
Malaysia
Email: kuchaliins@gmail.com

Zafar U. Ahmed
Department of Marketing
School of Business
American University of Ras Al Khaimah
Ras Al Khaimah
United Arab Emirates
Email: zafaruahmed@gmail.com

Ali Khatibi
Graduate School of Management
Management and Science University
Shah Alam, Selangor
Malaysia
Email: alik@msu.edu.my

Global brands for the five star hospitality firms such as Sheraton, Hilton, Marriot etc. are powerful intangible assets that ought to be nurtured, maintained and developed constantly. This study examines determinants of global five star hotels brands by analyzing brand awareness, brand preference and brand association in an emerging country setting. Multi-methodological approach will be employed for scrutinizing the determinants by addressing the following questions (1) how do the (a) global consumers and (b) Sri Lankan consumers perceive global five star hotels brands? (Brand Awareness) (2) What determines their preference for global five star hotels brands? (Brand Preference) (3) How do the type of global five star hotels brands services associated with global five star hotels brands influence consumer preferences? (Brand Association).
Blending of Strategic Management with ICT Curriculum and its Impact on the Performance of University Graduates

Mohammed R. A. Siam
School of Business Management
College of Business
Universiti Utara Malaysia
Sintok
State of Kedah
Malaysia
Email: r.a.siam@uum.edu.my

Wael Shah Basri
Northern Border University
Arar
Saudi Arabia
Email: wael.bassri@nбу.edu.sa

In the education sector, the application of Information and Communication Technology (ICT) has become an integral part of the learning process of university students. The governments and other industrial and corporate stakeholders globally have invested millions of dollars to integrate ICT in the education system during the last two decades. Universities that have fully adopted ICT curricula have recorded immense advancement in the application of ICT in improving learning methods, teaching, research and development. Recently the ICT curriculum has evolved and has blended the Strategic Management as one of its components. With the growing automation and computerization, it is imperative that all business functions are aligned together. This alignment necessitates the study of a module on strategic management by the graduates pursuing the ICT curriculum. Moreover, a study of strategic management component would help the graduates to understand the role of ICT in the strategic processes of business projects in a new economy. This study attempts to rationalize the blending of strategic management with ICT curriculum. The study adopted a qualitative research framework; data was collected through a questionnaire and in-depth interviews, where a sample size of 80 respondents for questionnaire and 8 informants for in depth interview was used. The respondents and informants mainly comprised of university graduates and Faculty. Findings revealed why and how universities’ management, government and other relevant stakeholders are embracing ICT and how the blending of strategic management in the ICT curriculum has enhanced the Performance of University graduates.
The Moderating Role of Alliance Formation Intention on The Relationship Between Strategic Orientations, and Degree of Internationalization A Conceptual Framework For SMEs in UAE

Tariq Saeed Al Marshoodi
Ahmed Bashawir Hj. Abdul Ghani
School of International Business
College of Business
Universiti Utara Malaysia
Sintok, State of Kedah
Malaysia
Email: tariq.barshoud@hotmail.com
Email: bashawir@uum.edu.my

Mohammed R. A. Siam
School of Business and Management
College of Business
Universiti Utara Malaysia
Sintok
State of Kedah
Malaysia
Email: r.a.siam@uum.edu.my

The main objective of this study is to propose a conceptual framework, which explains the link between alliance formation intention, strategic orientation and degree of internationalization of small and medium enterprises operating in UAE. In addition to that, we are also interested in finding the impact of alliance formation intention on the relationship between strategic orientation and degree of internationalization. Most of the small and medium enterprises (SMEs) working in UAE are involved in international trade and facing intense competition from local as well as international firms. The increasing competition placing a significant pressure not only on their strategic orientation but also on their degree of internationalization. To avoid such pressure SMEs are following or should follow the alliance formation strategy. The proposed model will be helpful for researchers and policymakers in carrying out an empirical survey or formulating a policy.
Exploring the Link Between Collective Organizational Engagement, Learning Orientation Strategic Implementation, and Organization Performance: A Conceptual Framework for Oil and Gas Sector of Qatar

Abdulmohsin Abdulla Alyafei
Ahmed Bashawir Hj. Abdul Ghani
Mohammed R. A. Siam
School of Business and Management
College of Business
Universiti Utara Malaysia
Sintok
State of Kedah
Malaysia
Email: do7aa@hotmail.com
Email: bashawir@uum.edu.my
Email: r.a.siam@uum.edu.my

The prime objective of the current study is to propose a conceptual framework explaining the relationship among collective organizational engagement, learning orientation, strategic implementation, and organization performance. We are arguing that collective organizational engagement and learning orientation moderate the relationship between strategic implementation and organization performance. In addition to that, we are also interested in conceptualizing the direct impact of strategic implementation, collective organizational engagement and strategic implementation on the organizational performance. The oil and gas sector, which is a leading sector of Qatar is used as a base to develop this conceptual model.
Innovative Agent Based Solution for Systems Integration Management in Organizational Information Systems: Hybrid Approach of Survey and Prototype

Adel Abdullatif Hamed  
School of Business  
Northern Border University  
Arar  
Saudi Arabia  
Email: adel.hamed@nbu.edu.sa

Abdul Manaf Bohari  
Mohammed R. A. Siam  
School of Business and Management  
College of Business  
Universiti Utara Malaysia  
Sintok, State of Kedah  
Malaysia  
Email: manafdr@uum.edu.my  
Email: r.a.siam@uum.edu.my

The study aims to integrate information systems through the design of a smart agent system that contributes to this integration. The study analyzes a set of information systems and studies their behavior and then develops an agent system by prototype an agent can provide integration between these different systems.
The purpose of this paper is to examine the impact of Foreign Direct Investment (FDI) on economic development and the potential of Sri Lanka to be attractive for FDIs within present geopolitical, social and environmental context. The study uses Global Foreign Direct Investment Attractiveness Index (GFICA) as a framework to assess the potential of Sri Lanka. Ease of doing business index ranks Sri Lanka at 111th place among 190 counties by the year 2018. Secondary data from government agencies and scholarly articles are used. It mainly focuses last ten years official data for the purpose of analysis.

Sri Lanka is exposed to more demerits than merits of FDI in the past despite the fact that FDI has influenced the economic growth to some extent. A need has arisen to have critical discourses as to how best FDI can be placed in economic development in Sri Lanka in a sustainable manner. Findings reveal there is a causal relations between FDI economic growth and employment gestation though the magnitude of FDI inflow is trivial (less than 2% of GDP). On the other, financial destress has been increasing over the time mainly due to excessive foreign borrowing and it constitutes more than 75% of GDP of the country. In additions, FDIs are seen to have been using transfer pricing and dividend policies to transfer the wealth back within a short period of time.

Sri Lanka shows high weak position with regard to prerequisites for attractiveness which comprise Uncertainty and Macroeconomic Stability, Financial Structure and Development, public governance and business environment. With regard to underlying factors, Sri Lanka is highly potential to develop human resources, Telecommunication and IT capabilities, logistics arrangements. It seems that agglomeration economies and differentiation factors are not conducive for Sri Lanka.

Policy direction, strategic visioning, political stability, Corruption Control, improvement in institutional quality and public governance are seen to be the key pillars of building the attractiveness for FDI in Sri Lanka in future.
Management Of Governance For Global Happiness: With Reference To Pāli Canon Of Teaching Of The Buddha

S.M.U.T.S. Subasinghe
Sri Lanka

In Sri Lanka, after 35 years of internal war and two insurrections caused by economic imbalance resulting in unrest and unhappiness for all citizens, have opened an area to conduct research to find reasons and solutions to avoid them in the future to safeguard happy life of the people of the country. Studies found that mismanagement of governance by leaders had created all problems and disturbances. Management of governance will create happiness for all people of the globe. Management, mismanagement and governance are related with decision making elected leaders with power and resources handed over for temporary period by people, for the people happiness from the decision made by them. This study, a desk research, has found that for global leadership, leaders must cultivate special qualifications and qualities to make decisions for the happiness of people of the globe, as taught by the Buddha in the Pāli canon, existed as indigenous knowledge for over 25 centuries in Sri Lanka,. The study details decision makers for making establishing the universal basic fundamental standard qualities of great human values of human being (UBFSQGHVHB). To make decisions for happiness of the people, leaders must cultivate the UBFSQGHVHB and eradicate extremes of desire, fear, anger and ignorance from their center states of mind. The UBFSQGHVHB and HKSW will provide qualities and qualifications for global leadership with concept of “cakkavattirājā” for all corporate and state leadership roles in the globe; the global leadership or “cakkavattirājā” for management of governance for happiness of all people of the globe.

B. L. D. Seneviratne  
S. A. Senaratne  
Faculty of Information Technology  
University of Moratuwa  
Katubedda, Moratuwa  
Sri Lanka  
Email: leelangas@uom.lk  
Email: subuddhiasara@gmail.com

Understanding consumers indisputably is the basis for gaining competitive advantages. Existing probing methods like Laddering have become costly procedures that allow businesses to identify the associations only at the generic level. However, increasing efforts of the organizations to concentrate on individual consumers would not be adequately served by these conventional depth-interviewing processes. The approach we take to solve this is to switch from primary data to ample amount of secondary data that has already been generated or is being generated. Customers in the new digital platform generate BIG data depending on variety of interactions, not restrictive to a specific set of contexts, due to digital presence. Though the advancements of Information Technology keep drawing business intelligence from these data, hardly did they explain the latent psychological drivers of consumers, but rather the result of those complex consumer decisions. This is mostly due to processing of data at the superficial level, such as data associations and pattern detection, without taking into the consideration of the consumer behavioral models. In this paper, we combine consumer laddering technique in the means-to-end paradigm with consumer psychology and Information Technology techniques to propose a comprehensive framework for laddering the consumers’ mind to make plausible associations between the product evaluations and latent psychological drivers, which we call Digital Laddering Framework. The steps and implications are discussed at each level of the proposed model.
Ambiguity and Similarity as Antecedents to Anticipated Dissonance

Chin Chuan Gan
Department of Marketing
School of Business
Sunway University
Malaysia
Email: chinchuang@sunway.edu.my

Hishamuddin Ismail
Khong Sin Tan
School of Business
Multimedia University
Melaka
Malaysia
Email: hisham@mmu.edu.my
Email: kstan@mmu.edu.my

This paper seeks to examine the online pre-decisional conditions such as similarity and ambiguity that affect the anticipated dissonance of individuals when making their education decision. A framework has been developed and tested with 360 samples using analysis of a moment structures statistical package. Similarity has been identified as important construct that induced anticipated dissonance as compared to ambiguity. The results also showed that similarity affect ambiguity. Alternatively, similarity also explain the anticipated dissonance through ambiguity. This research focus on dissonance that occur at pre-decisional phase which is not commonly associated as compared to post-decisional dissonance. The outcome of this study has also suggested some solutions to marketers especially education institutions to overcome the anticipated dissonance experienced by prospect especially within the conditions investigated. Implications of study has also been highlighted at the last section of this paper.
Impact of Economic and Financial Factors on Tax Revenue: Panel Data Evidence from the Selected Gulf States

Aref Abdullah Ahmad
Graduate School of Management
Management and Science University
Shah Alam, Selangor
Malaysia

Muhammad Farhan Basheer
Saira Ghulam Hassan
School of Economics Banking and Finance
College of Business
University of Utara Malaysia
Sintok, State of Kedah
Malaysia
Email: refabdullah8@gmail.com
Email: Khwaja.farhan7@gmail.com
Email: sairanasimhbl@gmail.com

In present study analysis, the major objective is to examine the Impact of Economic and Financial factors on Tax Revenue of Bahrain and Oman over the time from 1990 to 2010. For this purpose, panel regression analysis has been performed and both economic and financial factors have been considered i.e. GDP growth, Deposit Interest Rate, Lending Interest Rate, Interest Rate Spread, Real Interest Rate, Bank Capital to Asset Ratio, Bank nonperforming loans to total gross loans, Risk premium on lending, Foreign direct investment net inflow and Cash surplus/deficit. A conceptual model has been developed for this purpose and key findings have been explained. The outcomes of the study explain that there exists a significant relationship between Tax revenue and both economic and financial factors i.e. GDP growth, Bank capital to asset ratio, the Risk premium on lending, Foreign direct investment net inflow and Cash surplus/deficit over the period of study. the findings of the study are very much useful for the policymakers to consider which factors are affecting the tax revenues and in which direction. However, the findings of the study can be more meaningful with the addition of more economic and financial factors as well. besides, the consideration of other Asian states will provide more evidence for the generalization of the findings. Meanwhile, this study will be a policy note on on-going tax reforms in Arabian Gulf.
A Case Study on Barbeque Nation: A Breakthrough in Indian Dining Experience

Vaibhav Chaudhary
Taleha Khan
Princy Suhag
Department of Management Studies
Indian Institute of Technology at Delhi
New Delhi
India
Email: vaibhav2145@gmail.com
Email: talehakhan2015@gmail.com
Email: princysuhag@gmail.com

Case study on one of the largest restaurant chains in hospitality sector of India has been presented that revamped the entire restaurant segment in India. This business case study on Barbeque Nation analyzes the innovation done by restaurants nowadays and discusses the strategy of surviving in the market of dynamic food industry. The case also discusses the strengths, weaknesses and competitive advantage of restaurant chains in India keeping in mind the technology aspect as future necessity. Research on this case study has been done using official websites, news articles, informative websites like Wikipedia and taking other business case studies available publicly. This case study is truly a secondary-search based case study, i.e., research involves summary of primary research. Barbeque Nation is an Indian Casual Dining format restaurant with PAN-India and UAE presence led by Barbeque Nation Hospitality Ltd. Barbeque Nation’s headquarters are in Bangalore, India and they are running successfully in 22 states, 55 cities and 95 plus outlets under the current MD, Kayum Dhanani and CEO, Sameer Bhasin. This restaurant serves both vegetarian and non-vegetarian food in various cuisines such as Asian, Oriental, Indian, American and Mediterranean. The buffet includes vegetarian and non-vegetarian food offering a plethora of salads, soups and desserts along with the famous DIY grilled starters in unlimited servings.
The article attempts to examine the influences of perceived service quality directly and indirectly on brand loyalty through brand experience and brand satisfaction which lead to repurchase intention. The data was collected using two non-probability sampling methods. It is a combination of purposive and convenient sampling. PLS is considered to be the most appropriate statistical tool to analyze multi-group analysis to explore the differences between male and female. The data was made up from 145 men and 157 women. All the seventeen hypotheses were supported in full data set while several hypotheses were not supported in male and female data sets. To be specific, brand experience does not influence repurchase intention in both male and female data sets and caused the indirect and sequential mediation were not supported in male and female data sets.
Rethinking Money Stability: Shifting Value and Transformation of Money

Suryaning Bawono
Sebastiana Viphindrartin
Silvi Asna Prestianawati
Handriyono
Faculty of Economics and Business
Jember University
Jember
Indonesia
Email: sebastianaviphindrartin@gmail.com

According to the history of money, in fact human beings have known money for long time, from money goods, coins (metal money), and paper money. The need for money in the past was dominated by the trading needs. In the current paper, the writers tried to review the stability of money based on its history and the reality of present by pounding the internal and external value of money on each type of money in every shift of money value and transformation itself. The writers used a graphic of the result of those pounding to know the ability of money in stabilize its value and tried to find the conclusion as the solution contribution on the stability of money value.
Maritime Economy Model for Tourism Special Economic Zone (SEZ) Cape Kellyang to Promote Performance of Tourism-based Micro and Small Enterprises on Belitung Island

Reniati
Endang Khairiyansyah
Department of Management
Faculty of Economics
Universitas Bangka Belitung
Bangka Belitung
Indonesia

Bidayani
Department of Aquaculture
Faculty of Agriculture, Fisheries and Biology
Universitas Bangka Belitung
Bangka Belitung
Indonesia
Email: r3ni4ti@yahoo.com

The aim of the research was to establish a Maritime Economy model for Tourism SEZ Cape Kelayang to promote the performance of tourism-based micro and small enterprises as an alternative economy following the closure of lead mining. The research was conducted using descriptive quantitative design. The sample consisted of 80 tourism-based micro and small enterprises. The data was analyzed using Partial Least Squares (PLS) and Lisrel 8.5. Research findings showed that the tourism development conducted on Belitung Island had yet to have a significant impact on the performance of micro and small enterprises. However, it had impacts on the economic, social and technological conditions on Belitung Island. The results of the research had an implication for managerial practices. To accelerate the impacts on the economy of Belitung Island, continuous synergy and coordination should be established with all stakeholders, particularly the Central and Regional Governments, private sector, micro and small entrepreneurs and society. Research originality: The research was conducted on Belitung Island, one of ten tourist objects in Indonesia established as Special Economic Zones.
A Study on Demographics Influencing Network Marketing

Bhavannarayana Kandala
Pendekanti Institute of Management
Affiliated with Osmania University
Hyderabad
Telangana State
India
Email: bhavannkandala@gmail.com

Vijaya Lakshmi K.
Department of M.B.A & M.C.A
Loyola Academy Degree & Post Graduate College,
Secunderabad,
Telangana State
India
Email: vijayaloyola@gmail.com

Network Marketing (NM) marketers increasingly believe that the efficient way of using social networks for marketing relies on harnessing Word Of Mouth by analyzing the network of members’ connections. By selling products to end users, customers get opportunity to become distributors of NM products. These products are sold in Non-store retail i.e. from the distributor’s residences or work places.

The study was conducted by survey using ‘Snowball’ sampling technique on a sample of 600 NM distributors in Hyderabad, Telangana State, India with structured questionnaire and data was analyzed using Predictive Analytics Software (SPSS) Version 23.0.

The aim of this paper is to describe the analysis of data and to reveal the results of the survey. The results were obtained by using ‘Descriptive’ and ‘Inferential’ statistics on the basis of responses collected from the distributors of selected NM companies through questionnaire survey method. ‘Inferential’ statistical tools like Chi Square ($\chi^2$), Phi Cramer’s V Test etc were applied.
Event Supply Chain Management Performance Measurement Using SCOR Model An Empirical Study Of National Otomotive Exhibition In Indonesia

Indrianawati Usman
Muhammad Fariz
Department of Management
Faculty of Economics and Business
Airlangga University
Surabaya, East Java
Indonesia
Email: Indrianawati-u@feb.unair.ac.id

In the era of dynamic competition event organizer industry plays a very important role. In Indonesia the competition of this industry is getting tighter. Event organizer companies, especially business fairs require integrated supply chain management to support the success of their business processes to improve their business competitiveness. The aim of this research is evaluating the national automotive exhibition event process in order to find the better process by conducting performance measurement of exhibition supply chain management by SCOR model 11.0 version developed by Supply chain Council. This research is qualitative case study, conducted in a specific research subject by measuring the supply chain in national automotive exhibition event, which conducted by the biggest and most popular event organizer in Indonesia call PT Dyandra Promosindo. The performance consist of 5 attribute, namely reliability, responsiveness, flexibility, cost and assets. Finding of this study presents the identification of performance indicator and found 17 performance indicators for SCOR. Analytical hierarchy process (AHP) used to identify the weight for each activity and done by software Expert Choice 11.0. Result from AHP analysis indicate that the highest is return (0.402) followed by deliver (0.254), make (0.102), source (0.062). The further stage is scoring, using the traffic light system, resulting the aggregate value 76% (in the yellow color position) its mean that the exhibition is not good enough and need improvement in the next event to reach the better performance. Event supply chain management event research specially in exhibition has not been much studied. So in the future, it is necessary to conduct performance measurement research on supply chain in more complex event with global scale.
Social Entrepreneurship in India: An Emerging Business Model to Serve Society

D. Suryachandra Rao
M. Sravani
India
Email: profdsrao@gmail.com
Email: sravani_me21@yahoo.co.in

Social Entrepreneurship has attracted the attention of academia, international organizations, charities, general public and corporations in recent years. It has become the buzz word across the globe. Social entrepreneurship, in simple terms, combines social service with entrepreneurship and make this concept so attractive and unique.

Social entrepreneurship is still treated as a young field of study, surrounded by lot of misconceptions. Unfortunately, a social enterprise is very often considered as a ‘Non-Governmental Organization’ and equates it with ‘Corporate Social Responsibility’ by many.

Today the opportunities for social entrepreneurship in emerging nations like India are many because there are so many societal problems come in the way of their progress. Young Indians started realizing that social entrepreneurship is a wonderful career option to pursue. Some youngsters take up this activity with nationalistic tendencies and with a view to serve the nation.

The challenges of Social entrepreneurs are bit different and unique in nature. In India, social entrepreneurs have been facing many challenges in view of peculiar conditions prevailing in the society. These challenges are preventing the growth and spread of social entrepreneurship in India as against to other regions and nations, who have made the social entrepreneurship a mission.

In the light of these developments, this paper provides conceptual clarity on ‘Social entrepreneurship’ and makes the people to realise its potential in addressing the social issues and nation building. This paper also explores the contribution of social entrepreneurs to the society and provides suggestions to overcome the existing challenges for social entrepreneurship in the emerging nations and make this concept more vibrant for the wellbeing of the society across the nations.
Structural Equation Modeling: An Emerging Tool in Social Sciences

G. Srilakshmi
Department of Management Studies
Faculty of Commerce & Management
Krishna University
Machilipatnam, Krishna District,
State of Andhra Pradesh
India
Email: lakshmi.priya926@gmail.com

Darapureddi Suryachandra Rao
Faculty of Commerce & Management
Krishna University
Machilipatnam, Krishna District
Andhra Pradesh
India
Email: profdsrao@gmail.com

Statistical analysis has been an essential tool for social science researchers. Applications of statistical methods have been improved with the advent of computers in this technology-driven world. To comprehend more complex relationships associated with present research directions it is increasingly necessary to apply more sophisticated multivariate data analysis methods in the social science disciplines. The main aim of this article is to present partial least squares (PLS) as an evolving approach to structural equation modeling (SEM), and highlight its advantages and limitations to provide an overview of recent research on this method across various fields like Management, Marketing etc. SEM has experienced increasing dissemination in a variety of fields in recent years with non normal data, small sample sizes and the use of formative indicators being the most prominent reasons for its application to handle data inadequacies such as heterogeneity. This article provides an introduction to SEM for researchers meta-analyze reasons for SEM usage across the marketing, management, and MIS fields. This article addresses, the key methodological issues like reasons for using PLS-SEM, data and model characteristics, outer and inner model evaluations, and reporting.
The Effect of Celebrity Endorsement On Customers’ Attitudes, Emotional Value and Purchase Intention Toward A Footwear Brand: (The Successful Business Case Of Son Tung MTP Endorsing Biti’s in Vietnam)

Truc Thi Thanh Nguyen  
School of Business  
International University  
Vietnam National University  
Vietnam  
Email: nyth.thanhtruc@gmail.com

Phuong Van Nguyen  
School of Business  
International University  
Vietnam National University  
Vietnam  
Email: nvphuong@hcmiu.edu.vn

Phuong Uyen Dinh  
School of Business  
Ho Chi Minh City Open University  
Võ Văn Tần, Phường, Quận, Hồ Chí Minh  
Vietnam  
Email: phuong.du@ou.edu.vn

As one of smaller players in leather footwear industry, Biti’s, a local manufacturer in Vietnam, faces fierce competition from many giants with global brand names such as Nike, Adidas, Puma and so forth. Biti’s has implemented a successful marketing strategy to build up its brand, made differentiated products, and attracted more customers. Specifically, the company has signed a celebrity, Son Tung MTP, to endorse its brand’s endorsement contract. This paper aims to exploit Biti’s successful business case by developing an endorsement model to test the causal relationship between consumers’ attitudes, perceived quality, brand attitude, emotional value, and purchase intention of Biti’s footwear. By using structural equation model approach to analyze a questionnaire survey of 328 correspondents, the findings revealed that a sub-factor of expertise was dropped out of the second-order construct of consumers’ attitude of endorser. All hypothesized tests were statistically supported at the 0.001 or 0.05 level. The results also provide managerial implications related to how local manufacturers adopt a celebrity endorsement strategy, nourish consumers’ attitude, and create emotional value for attracting and retaining customers and increase market share.
Telemedicine: Indian Perspective

Richa Bagga
Department of Management Studies
Indian Institute of Technology at Delhi
New Delhi
India
Email: drricha16.rb@gmail.com

The primary purpose of this qualitative research paper is to present the current state of telemedicine in India. Along with:
• To understand the need, benefits of telemedicine on the Indian soil and the infrastructural gap of a healthcare system that can be bridged with telemedicine
• To also appreciate the challenges that might pose as road block in the process of incorporating telemedicine in the bigger healthcare system
And going forward suggest initiatives for overcoming those challenges
Workplace Deviance in the Indian Organizational Context

Akanksha Malik
Shuchi Sinha
Department of Management Studies
Indian Institute of Technology at Delhi
New Delhi
India
Email: akankshamalik0102@gmail.com
Email: shuchi@dms.iitd.ac.in

In the globalized and liberalized business environment, there has been evidence that destructive workplace deviance activities are increasing at an alarming rate resulting in severe financial and reputational implications to the organizations. It is not just limited to the financial sector but has spread its claws to all the industries. Considerable loss of annual revenue for the organizations, damaged brand image and a toxic work environment that result from deviant acts, merits the attention that academicians and practitioners have given to the issue. The purpose of this study is to understand the cases of workplace deviance prominent in the Indian organizational setup. It aims to draw a comparison between public and private sector organizations with regards to the nature of deviant cases and how the cases of workplace deviance are handled within the organization. As the study was aimed at exploring the domain of workplace deviance in the Indian organizations, qualitative interviews of deviant handlers and HR consultants of various organizations were used as a source of data. Data from such qualitative interviews has given deep insights into the process of workplace deviance and opened avenues for further research. Results indicate that the deviant cases in public sector organizations are majorly related to property and political categories of workplace deviance. Workplace deviance can prove disastrous for the organizations and hence strict and rigorous approach has been adopted against it by all the organizations, although the implementation of remedial actions varies for different organizations.
Three Staged Framework for IPO Underpricing: Evidence from India

Vikas Gupta
Department of Management Studies
Indian Institute of Technology at Delhi
New Delhi
India
Email: gupta.vikasdms@gmail.com

Shveta Singh
Department of Management Studies
Indian Institute of Technology at Delhi
New Delhi
India
Email: shvetasingh@dms.iitd.ac.in

Surendra S. Yadav
Professor
Department of Management Studies
Indian Institute of Technology at Delhi
New Delhi
India
Email: ssyadav@dms.iitd.ac.in

Purpose – The present study deals with the phenomenon of Initial public offer underpricing, which is defined as the difference between the closing price on the first day of trading and the offer price. It is extensively studied in the domain of finance literature. However, the majority of research is concentrated on developed economies specifically on the USA, necessitating research on emerging economies of the world. Hence the current study aims to explore the underpricing scenario in the Indian context. Following Clarke et al. (2016) and Jiang and Li (2013), a three staged framework is developed to separately measure voluntary, pre-market and post-market underpricing.
Dynamics of Capital Structure: An Evidence from Indian Manufacturing Firms

Yukti Bajaj  
Department of Management Studies  
Indian Institute of Technology at Delhi  
New Delhi  
India  
Email: bajaj_yukti@yahoo.in

Smita Kashiramka  
Department of Management Studies  
Indian Institute of Technology at Delhi  
New Delhi  
India  
Email: smitak@dms.iitd.ac.in

Shveta Singh  
Department of Management Studies  
Indian Institute of Technology at Delhi  
New Delhi  
India  
Email: shvetasingh@dms.iitd.ac.in

Purpose – Existence of optimum/target capital structure is the fundamental premise of the dynamic trade-off theory. However, firms deviate from the target and display an adjustment behavior. This mechanism is referred to as the speed of adjustment towards the target capital structure. It implies examining of convergence process towards the optimal level. The existence of the adjustment costs leads to an incomplete or partial adjustment in a single time-period. Empirical research on dynamic trade-off theory focusing on the developed economies is extensive. However, research in the context of emerging economies is still at a nascent stage. Since, the leverage ratio is one of the significant concerns for manufacturing companies (Mukherjee and Mahakud, 2012), the present study aims to investigate the capital structure dynamics of manufacturing firms in emerging economies focusing on India.
Revolutionizing Parking solutions: A Unique Business Model

Paramjit Singh Nagra  
Department of Management Studies  
Indian Institute of Technology at Delhi  
New Delhi  
India  
Email: paramjit.nagra@gmail.com

Sanjay Dhir  
Department of Management Studies  
Indian Institute of Technology at Delhi  
New Delhi  
India  
Email: sanjaydhir.iitd@gmail.com

With the increase in mobility, the UIO (units in operation) shows a continuous increasing trend globally. While car manufacturers have ever increasing YOY (Year on Year) vehicle targets, limited space available for parking implies an important constraint that needs to be overcome for sustainable business growth. This research paper discusses the relevance of parking solutions in present business environment, current parking policies of the governments, few innovative parking mechanisms available in developed as well developing nations, obstacles for implementing parking solutions at the mass level, how to overcome them and ways to provide a unique and viable business model for parking solutions. This paper elucidates important constituents of parking tediousness such as vehicle density, number of hours spent searching for parking, average traffic speed, scrappage ratio, land space available etc and presents a model to measure and predict the criticality of parking issues. End to end parking solutions using technology like multilevel parking by vertical utilization of space, intelligent digital networking of vehicles and parking assistance systems are also explored. Further, a cost-effective, innovative and portable semi or fully automated parking systems at customer level can prove to be a unique and disruptive business model as it can address the latent pain point of the customers. Research programme can thus be designed to quantitatively derive criticality of parking index vis a vis potential available for vehicle growth globally, which can help entrepreneurs to identify the target market for cross-selling parking solutions.
Perceived Ethicality of Political Behaviors In Organizations: A Constructivist Grounded Theory Study

Sauvik Kumar Batabyal
Department of Management Studies
Indian Institute of Technology at Delhi
New Delhi
India
Email: batabyal.sauvik@gmail.com

Kanika T. Bhal
Department of Management Studies
Indian Institute of Technology at Delhi
New Delhi
India
Email: kanika@dms.iitd.ac.in

This research endeavor unearths several categories of cognitive logics pertinent to the perceived ethicality of political behaviors in organizational set ups. ‘Constructivist Grounded Theory’ methodology has been applied in order to let the theoretical models emerge from the data itself instead of validating the existent works. Conducting, recording and analyzing simultaneously twenty-seven in-depth semi-structured interviews showed that employees in organizations use fourteen distinct rationalizing tactics or neutralization techniques while perceiving office politics as ‘ethical’/ ‘not unethical’ and six different logics of mostly ‘normative’ nature while judging political conducts as ‘unethical’. This study also showed the various ‘logic-combinations’ political actors in organizations apply instead of residing to only one category of reasoning. The logics and logic-combinations also seemed to be dependent on the position/designation and the nature/types of the political actor. Practical implications, limitations of this endeavor and future research directions have also been penned down.
Green Postal Service Design: Integrating Quality Function Deployment from Customer Perspectives

Vadivel S. M.
School of Management
National Institute of Technology Karnataka
Surathkal
State of Karnataka
India
Email: ph.dvadivel@gmail.com

A. H. Sequeira
School of Management
National Institute of Technology Karnataka
Surathkal
State of Karnataka
India
Email: aloysiushs@gmail.com

There is an important and urge to incorporate green service design principles to the public postal service facilities. This paper aims to develop a model to study the quality function deployment (QFD) concept and technique to be implemented in postal service operations. It aims to support the green postal service design by identifying the customer factors (queries) that affect service quality design / dimensions. Failure mode effect analysis (FMEA), SWOT analysis has been done as a case study in one of the Indian postal service, to understand how the postal service can strategically sustainable in the market for the next few decades. The postal service has a wide network logistics to serve the customers. Lean service concept focusing on inbound logistics by improving operational and financial performances by eliminating wastes. This research develops QFD tools for green postal service quality designs known as House of green quality service design (HGQSD).
Entrepreneurial University for Enhancing Community Ecosystem: Model for Sustainable Competitiveness in Emerging Markets

Broto Bhardwaj
Entrepreneurship Cell
Bharati Vidyapeeth University
New Delhi
India
Email: brotorauth@yahoo.com

Sahil Raj
School of Management
Punjabi University
Patiala, State of Punjab
India
Email: dr.sahilraj47@gmail.com

Sushil
Department of Management Studies
Indian Institute of Technology at Delhi
New Delhi
India
Email: profsushil@gmail.com

Purpose: The objective of the paper is to identify the sustainable competitiveness due to presence of entrepreneurial university within the community. Also, authors have attempted to propose a comprehensive model with detailed components in order to elaborate the concept and provide direction for implementation. The paper focuses on the combining administrative functions in terms of teaching real-life skills and how to start up a business to the way it is embedded within educational institutions in terms of teaching pedagogy (Ratten and Welpe, 2011).

Design/methodology/approach: As a base model, we analyzed the existing entrepreneurial university sustainable competitiveness models proposed by Salamzadeh et al. (2011) and Guerrero et al. (2006) using pilot survey of about 102 respondents using Delphi method. On the basis of this preliminary analysis, the critical variables were identified. The model was further refined using confirmatory factor analysis (CFA). The validity of the model was done through SPSS and reliability was also checked. Based on the structural equation model, the critical determinants of establishing successful entrepreneurial universities were discussed. The findings of the study can be used to design sustainable entrepreneurial university in emerging markets.

Findings –The present study proposes a comprehensive model including five variables. The five variable included at the beginning have significant relationship. The literature review studied the relationship between the given five variables - attitude towards entrepreneurship,
entrepreneurship education, role of technology, perceived structural support and personality traits with entrepreneurial motivation and intention for enhancing community ecosystem for sustainable competitiveness.

Practical implications - The results discussed in the paper would be critical for scholars, policy makers and academicians. The proposed framework would enable the academicians to understand and design sustainable entrepreneurial university. Moreover, policy makers may take the guidance from this model to establish the sustainable competitiveness in emerging markets due to entrepreneurial university establishment and implementation. These guidelines may pave the way for better economic growth and job creation within the emerging markets thereby increasing the growth prospects of the firm. The study shows the key determinants that are likely to influence cyber entrepreneurial sustainable competitiveness outcomes. This focus evidently differentiates this study from past researches that were not concerned with influence of entrepreneurial university on sustainable competitiveness.

Originality/value – The identification of these parameters of entrepreneurial university has not been emphasized upon by previous researchers. Moreover, empirical research has been very scanty in this area. The present study attempts to add to the existing body of the literature by developing theories in this field. The study proposes that entrepreneurial university in a specific community ecosystem location can enhance the sustainable competitiveness of the community ecosystem in emerging markets.
Changing Regulatory Regime: An Impetus for Innovation for Indian Pharmaceutical Industry

Divya Sethi  
School of Business  
Guru Gobind Singh Indraprastha University  
New Delhi  
India  
Email: sethidivyal@gmail.com

Natasha Tageja  
Faculty of Management  
University of Delhi  
New Delhi  
India

The pharmaceutical industry in any country is fostered with a culture of radical innovation. However, the importance of radical innovation is still unrealized by Indian Pharma firms which succumb to internal as well as external pressures that often push them to low risk-immediate profit avenues. Therefore, this study is an attempt to reflect upon the strategic interventions used by firms operating in India with special emphasis on innovation in the pre and post TRIPS era. The authors focus on investment in R&D, patents filed by firms and new product development with reference to generic as well as patented drugs.

The study gains relevance as in the last 15 years India’s IPR and FDI regime has become more conducive to big foreign players with huge investment budgets. The fact that Indian pharmaceutical sector accounts for almost 3.5% of the total global pharmaceutical industry and its exports are expected to grow to almost 30 per cent by 2020 reflects upon its huge size and market potential.

The kingpin of the pharmaceutical industry lies in its R&D potential, which poses limits to complete realization of product innovation by these firms. Before the TRIPS agreement, product innovation was synonymous to incremental innovation and reverse engineering with more focus on generic drugs rather than on the development of new patented drugs.

Fundamental changes in the regulatory environment of the Pharma industry have triggered the Pharma firms operating in India to make significant changes apropos to their perspectives on innovation which is reflected in their R&D budgets. Therefore, the aim of the study is to assess the post-TRIPS initiatives by firms operating in India in the area of innovation in an effort to improve their performance and build sustainable competitive advantage by way of strengthening their institutions in R&D for new product development.
Modeling Value Drivers for Successful Blockchain Adoption

Ahmad Faraz Khan
Department of Business Administration
Faculty of Management Studies and Research
Aligarh Muslim University
Aligarh, State of Uttar Pradesh
India
Email: ahmadfk1@gmail.com ;
Email: afkhan.ba@amu.ac.in

Saboohi Nasim
Department of Business Administration
Faculty of Management Studies and Research
Aligarh Muslim University
Aligarh, State of Uttar Pradesh
India
Email: saboohinasim@gmail.com

With growing academic and practitioner literature on blockchain the complexity surrounding the technology has also grown. This study aims to present a model of generic value drivers of blockchain adoption to comprehend the emerging technological landscape. By undertaking a review of extant literature, the authors identify nine generic value drivers of blockchain technology. Using a specifically designed template expert opinions were sought for applying interpretive structural modeling (ISM). On the basis of findings, the authors present a model with causal links between the value drivers to provide a coherent picture. This helps to identify a strategic framework for blockchain adoption. While many organizations are in a race of investing in blockchain technology, however, there is lack of clear understanding of the business case of the technology. Through this study the authors demonstrate that this complexity can be addressed by integrating the value drivers in a model and utilizing it to frame successful strategies.
An Empirical Study on Spiritual Intelligence and Organizational Citizenship Behavior

Meha Joshi
Delhi School of management
Delhi Technological University
New Delhi
India
Email: mehajoshi83@gmail.com

Aastha Verma
Wipro Technologies Company
India
Email: aaasthav@gmail.com

Sandeep Bhardwaj
Sunlife Financial Company
India
Email: sandy.bhardwaj16@gmail.com

Purpose - The paper attempts to find out the relationship between Spiritual Intelligence and Organizational Citizenship Behavior (OCB) among the employees of IT firms and aims at determining the factors impacting them.

Organizational Citizenship Behavior is that behavior which is exhibited by an individual or an employee in the organization outside the spectrum of his/her responsibilities. It is like going beyond the boundaries to help a stranger or colleagues (Organ, 1988). Organizational Citizenship Behavior is an “Individual’s behavior that is discretionary, not recognized explicitly by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization.”

Organizational Citizenship Behavior can be categorized into seven types as given by (Podsakoff et al., 2000) and driven by the Literature Review.

1. Altruism: Helping behavior which is voluntary in nature. It is the way of helping others without any selfish motive.
2. Sportsmanship: It refers to maintaining positive attitudes exhibited for the larger interest of the organization by the employees.
3. Organizational loyalty: Being loyal to your organization and at the same time promoting a positive image of the organization to the outside world.
4. Organizational compliance: It implies being a good employee and steward obeying company rules, regulations, policies and procedures.
5. Individual initiative: Efforts to improve work outcomes for self and encouraging others to do so which will in turn have a positive impact on the organization.
6. Civic virtue: It refers to monitoring on behalf of the community by engaging in policy issues of the organization.

7. Self-development: Efforts undertaken by the employee to imbibe knowledge, skills and abilities to increase their contribution to the organization.

Author and intuitive, Michal Levin, outlined the concept as a perspective offering a way to bring together the spiritual and the material, that is ultimately concerned with the well-being of the universe and all who live there. Variations of spiritual intelligence are sometimes used in corporate settings, as a means of motivating employees and providing a non-religious, diversity-sensitive framework for addressing issues of values in the workplace.

Nobel (2001) and Vaughan (2003) believed that the eight components which show developed spiritual intelligence are precision, openness, integrity, humility, kindness, generosity, tolerance and resistance, and desire to meet other needs.

Design/Methodology/Approach – The sample for this research includes employees from IT consultancy firms from various locations across India. A questionnaire survey was carried out involving 200 respondents from these firms. In the study major instrument used was a 26 statement questionnaire to assess Organizational citizenship Behavior which was given originally by Bateman and Organ (1983) and Self-Report Inventory (SISRI-24) by David B. King which provides a useful starting point for the measurement of spiritual intelligence was used for this research.

SPSS tool was used for the Statistical analysis of the data. Descriptive analysis was done and the frequencies were calculated. Step-wise Multiple Regressions was used to find out the most contributing factor towards Organizational Citizenship Behavior and Spiritual Intelligence.

Findings - The research highlights a positive significant relationship between Spiritual Intelligence and Organizational Citizenship Behavior similitude between the factors underlying the two.

Research limitations/Implications – This research has been carried out in an emerging economy and in a sector which is seen as an attractive area of work, The IT industry. However, this study results may not be generalized to other areas such as manufacturing sectors. Further research in this area should also consider using different data collection approaches to maximize participation and enrich findings.

Originality/Value – There is limited research examining the relationship between Spiritual Intelligence and Organizational Citizenship Behavior especially in the IT industry.
Business and Entrepreneurship Development in a Globalized and Digitalized Era

Shantanu
Department of Management Studies
Indian Institute of Technology at Delhi
New Delhi
India
Email: shantanuthakur1989@gmail.com

This paper emphasizes on the fact that in this new era of innovation, everything is getting digitized and globalized due to fast moving technological changes and researches. As far as the business is concerned, it is that professional act by virtue of which any person or any organization performs commercial activities in order to enhance professional relations and profits in monetary terms.

In the globalized and digitized era of development regarding Entrepreneurship, is done by any business and Entrepreneurship will go to apex level due to its importance of being with the latest trends. It means that the entrepreneurs serving as the innovators, creators and revolutioners are able to make changes in the business and are able to contribute in the upliftment of the society. However nowadays we all are influenced by the latest technologies and their innovations which are helping the making a global platform.

This paper will include various successful real life examples which are breaking the hard stones of the hurdles and are helping the people to brought forward the latest business and Entrepreneurship Development in the digitized and the globalized world.
Motivations Guiding Nascent Indian Entrepreneurs: A Qualitative Study

Ahmad Faraz Khan
Department of Business Administration
Faculty of Management Studies and Research
Aligarh Muslim University,
Aligarh, State Uttar Pradesh
India
Email: ahmädfk.1@gmail.com
Email: afkhan.ba@amu.ac.in

Ale Imran
Zakir Husain College of Engineering and Technology
Aligarh Muslim University
Aligarh, State of Uttar Pradesh
India
Email: aleimran.amu@gmail.com

There is a tremendous rise in entrepreneurial activity in India in recent past. Aided by rise of technological landscape and positive policy overtones, entrepreneurship has become a serious career choice for Indian youth. However, the rise of new-age Indian entrepreneurship remains unexplained from the dimension of human motivation. This study explores the motivations of nascent Indian entrepreneurs. We employ constructivist grounded theory to gauge an in-depth understanding of becoming an entrepreneur in a technology obsessed India. In-depth interviews of twenty-three nascent entrepreneurs working from co-working spaces were recorded and analyzed. Content analysis was performed and emergent themes are discussed. Our findings capture the essence of experiences of being an entrepreneur and the motivations behind it. The study adds to the literature on entrepreneurship in developing world context, especially in times of evolving technology and start-up friendly ecosystem.

Pijaya Chartpolrak
Sorasak Tang Thong
Faculty of Administration and Management
King Mongut’s Institute of Technology at Ladkabang
Bangkok
Thailand
Email: pijayac@gmail.com
Email: ajsorasak@yahoo.com

Enterprise Risk Management (ERM) is defined as risk management procedures that systematically integrate all risk aspects that threatening a firm in terms of corporate value and performance, by considering events, probability, severity, and correlation between pairs of all risk categories, and manage all risk exposures to be down under suitable and satisfied levels in relation to policies and strategic objectives. The propose of employing ERM by a firm is to improve competitiveness, attain goals and objectives, decrease earning variability, enhance firm performance, encourage employees, and increase firm value. This study explores risk drivers, contingent variables, and effective risk management aspects under ERM system that should be able to enhance firm financial performance for Energy Efficiency Service Companies (EEs) in Thailand in an integrated view. This study aims at providing a theoretical framework that relates ERM and Firm Financial Performance for EEs in Thailand.
Entrepreneurial Orientation and Innovation type: Competitive Advantage of Furniture Industry

Kitipong Tangkit
Vinai Meebajorsak
Faculty of Administration and Management College
King Mongkut’s Institute of Technology at Ladkrabang
Bangkok
Thailand
Email: ktangkit@yahoo.com
Email: vinaidba6@gmail.com

The influence of entrepreneurial orientation is an important mechanism for create innovation to maintain the competitive advantage to reduce turbulence of competition risk. This study draws on innovativeness, risk taking, proactiveness, autonomy and competitive aggressive to examine the effect of entrepreneurial orientation. This research aims to identify factors that effect on innovation type also the relevant factors of entrepreneurial orientation affecting competitive advantage of firms in the furniture industry. The analysis was conducted through 450 surveys from top management and executives, CEOs and entrepreneurs in the furniture industry. The research methodologies are applied by both in-depth interviews and questionnaires. Structural Equation Modeling is used for data analysis and the result indicates that the factors entrepreneurial orientation has positively affecting innovation and the factors innovation and entrepreneurial orientation and innovation has positively affect towards competitive advantage with statistical significance. This research applied a structural model of innovation that can be identified and suggested to improve the competitive advantage of firms.
The objective of this study is to investigate hotel core competencies which influence hotel performance by using a quantitative research approach and by collecting data from four star or more hotel executives as the participants. The research tool is a 7-point Likert scale questionnaire. The data are analyzed with descriptive statistics and inferential statistics with Structural Equation Modeling (SEM). The result reveals that the research proposal conforms with the empirical information. Hotel core competencies have a positive influence on hotel performance. Furthermore, hotel core competencies have an influence on nonfinancial hotel performance more than financial hotel performance. Hotel core competencies can predict nonfinancial hotel performance results at 83 percent (R2 = 0.828), but can predict financial hotel performance results at 46 percent (R2 = 0.467).
The Critical Success Factors on the Environmental Performance in Firms of Thailand

Jirachayut Wiroajchewan
Faculty of Administration and Management
King Mongkut’s Institute of Technology at Ladkrabang
Bangkok
Thailand
Email: wiroajchewanj@gamil.com

Nuttawut Rojniruttikul
Faculty of Administration and Management
King Mongkut’s Institute of Technology at Ladkrabang
Bangkok
Thailand
Email: nuttawut.ro@kmitl.ac.th

This study is designed to examine the relationship between green human resource management practices, green culture, green innovation, and the environmental performance in the manufacturing companies in Thailand. To test the hypotheses, the data was examined using structural equation modeling (SEM), AMOS 21, it is investigated a sample of 300 respondents that responsible for ISO 14001 system with at least five years experienced, in a nation-wide manner of 28 business sectors. The model indicated the absolute fit indices, confirming the validity and reliability of the SEM analysis. The findings confirmed that the three independent variables have a positive and significant impact on the environmental performance.
Digital Innovation: Challenges And Benefits For Legal Services Firms In Australia

Sudip Debkumar
School of Business
International College
Burapha University
Saen Mueang Chon Buri, Saen Suk, Chon Buri
Thailand
Email: sudipchatterji@yahoo.com

Sunit Chatterjee
Faculty of Business
University of Western Australia
Perth, Western Australia
Australia
Email: sunit_bkk@gmail.com

Today digital identity is everywhere. In the Australian infrastructure, it’s the SME sector that is very prominent. Digitalization first came to Australia 1950s with the television. Analogue technology was used to deliver television broadcasts—at first in black and white, and later in the 1970s, in colour. In 2013 with the introduction of the colour TV came digital technology too. Australia’s digitization is uneven, and still is at a distance from its full potential. Knowledge intensive industries lead service industries, which in turn lead asset intensive industries. There is no doubt that practice of law is one of the most conservative of all professions in Australia. To complicate this further, lawyers in general are not well informed when it comes to technology. The legal market in Australia has been disrupted due to digitalization which challenges a traditionally conservative legal profession and that it may continue its influence into 2018 and beyond. This paper attempts to study adjustments within legal services firms which are being impacted by the digital transformation and the probable future trend in legal service delivery that is being chartered out. Besides this the paper scrutinizes some of the real challenges pushing business process innovations and in identifying some of the benefits such as reduction in legal cost to the public.
Praxial Interlanguage Education (PIE): Developing Corporate Social Responsibility in International Higher Education

Charlton Bruton
School of Business
International College
Burapha University
Saen Mueang Chon Buri, Saen Suk, Chon Buri
Thailand
Email: chart.tesol@gmail.com

The following working paper reports on practitioner-based classroom research from a Developmental perspective that places students’ classroom thinking and experiences at the center. Its significance corresponds with improving classroom instruction for ESL business students at a Thai International College. Positioned as an insider, the research practitioner used his own research model to collect data during a full semester (16 weeks, 48 hours) of regular classroom instruction. The model combines Participatory forms of Action Research with Heuristic Mindful Inquiry to engage students subjectively, intersubjectively, and objectively with the academic content. Classroom activities include: discussions, reflective journal writing, and executive functioning at individual, joint, and collective levels. The qualitative analysis started with data sensitization, using open, axial, selective, and theoretical coding. In early analysis, the data indicates that many students lack the necessary experience, and levels of development to fully grasp the key course topics; altruism, human flourishing, selfishness, and greed. Nevertheless, through classroom contemplation, compassion, and contingency students begin a process of learning and development that has the potential for significant meaning-making and transformation.
Drivers of Sustainable Supply Chain Management in Thai Hotel Industry

Thapanaphat Pratyameteetham
Wanchatt Jaruwanno
Faculty of Management Science
Songkhla Rajabhat University
Songkhla
Thailand
Email: korn020520@gmail.com
Email: wanchatt.ja@skru.ac.th

The incremental awareness regarding social and environmental issues has pushed organizations to adopt sustainable practices. Nowadays, organizations are expected to be more responsible for their business activities that affect the environment, society, their business success, as well as their supply chain participants. Thus, hotels must tackle multiple new challenges, which include rapid climate change, numerous economic crisis, and higher fuel prices. These organizations must also deal with a growing public interest in ecology, ensure environmental sustainability and energy efficiency. There were many research focused on the environmental aspects in business, while other focused on the aspects of sustainability. However, the challenges for the service sector are largely ignored. Yet the drivers of sustainable supply chain management (SSCM) are particularly important. SSCM has two drivers, including the internal drivers of corporate strategy, an organization’s culture, an organization’s resources, and an organization’s characteristics. The second, is the external drivers, including market pressures, societal pressures, and regulatory pressures. Therefore, through an analysis of SSCM’s drivers, a more effective of how these factors contribute to sustainable hotels can be achieved. This research therefore highlights how these factors, when properly adopted, can help to shifting from traditional to more sustainable approaches.
Determinants of Total Quality Manufacturing Work Culture in the Garment Industry; A Sri Lankan Case Study

Upul Weragoda
General Manager
Maliban Textiles Company Limited
Balangoda
Sri Lanka
Email : upulweragoda001@gmail.com

Quality has been a concept which has evolved heavily in the past and today it has been given the utmost priority in a modern business environment. Academics have shown their interest in the exploration of the relationship of Total Quality Management practices and the culture. Researchers have found that TQM practices are affected by different types of cultures. Employee perception, attitude, management style, and human resource practices and business performance of the company etc. are key factors that affect quality. This research attempts to explore the avenues for continuous culture development based on Culture. Culture plays an important role in determining the industry competitiveness as well. The garment industry in Sri Lanka is challenged by many factors such as competition, altering the employee attitude towards an effective culture, and innovation management etc. This research explores the key determinants that are affecting for establishing a customer centric organizational culture. This research describes the factors affecting to the Total Quality manufacturing culture in the garment industry in Sri Lanka with special emphasis on the employee behavior, management and leadership style. The findings of this research will be useful for the managers and leaders in the industry, the policy makers, academics and others key decision makers for effective decision making.
The objective of this research is to study the compliance of structural factors that affect Business Performance of logistics industry in Thailand and to examine the direct and indirect variables that affect Business Performance of logistics industry in Thailand and to develop a structural equation model that affects Business Performance of logistics industry.

The sample for this research comprised 400 managers of logistics industry companies by Systematic sampling in Thailand. The statistical data analysis performed using percentages, means, standard deviations, Skewness, Kurtosis, Confirmatory factor analysis, Path analysis and Structural Equation Modeling.

Furthermore the research results express that Knowledge Absorption Capability, Product and Service Innovativeness, Process Capability, Technology Capability directly influenced Business Performance and Knowledge Absorption Capability directly influenced Product and Service Innovativeness, Process Capability and Technology Capability of logistics industry in Thailand.
This research aim to explore the personal characteristics of Customer of Quick Service Restaurant in Thailand and to examine the relationship and influence between Marketing communications, Brand value, Brand quality, Satisfaction and Brand Loyalty of Customer of Quick Service Restaurant in Thailand.

The sample for this research comprised 650 customers of Quick Service Restaurant by Systematic sampling. The statistical data analysis performed using percentages, means, standard deviations, Skewness, Kurtosis, Confirmatory factor analysis and Structural Equation Modeling. Furthermore the research results express that Marketing Communications directly influenced Brand value, Brand quality, Satisfaction and Brand Loyalty and Brand value directly influenced Satisfaction and Brand Loyalty and Brand quality directly influenced Satisfaction and Brand Loyalty and Satisfaction directly influenced Brand Loyalty of customers of Quick Service Restaurant in Thailand.
The objectives of this research are: 1) to study the compliance of structural factors that affect Leasing Loyalty Model 2) to study the direct and indirect variables that affect Leasing Loyalty Model and 3) to develop a structural equation model that affects Leasing Loyalty Model in Thailand.

This study is using statistic of structural equation modeling (SEM) for data analysis. The population of this study covers 500 customers of Leasing Business in Thailand. The responses to the question capturing focal constructs used a seven-point Likert scale. SPSS is used for statistical analysis of percentage, mean, standard deviation, skewness and reliability of questionnaire. Lisrel is used for analyzing confirmatory factor analysis and structural equation modeling.

Furthermore the research results express that Corporate Social Responsibility, Service Quality, Satisfaction and Trust directly influenced Loyalty and Corporate Social Responsibility directly influenced Satisfaction and Trust and Service Quality directly influenced Trust and Loyalty and Satisfaction directly influenced Trust and Loyalty.
Equation Structural Factors Model of Affecting Business Performance Automotive Parts Industry in Thailand

Att Petchanit
Puris Sornsaruht
Faculty of Administrative and Management
King Mongkut's Institutes of Technology at Ladkrabang
Bangkok
Thailand
Email: att-soommanasak@gmail.com

The objectives of this research are: 1) to study the compliance of structural factors that affect Business Performance Automotive Parts Industry in Thailand 2) to study the direct and indirect variables that affect Business Performance Automotive Parts Industry in Thailand and 3) to develop a structural equation model that affects Business Performance Automotive Parts Industry in Thailand.

This study is using Confirmatory Factor Analysis to analyze the structural equation modeling. The population of this study 400 managers or CEOs of Automotive Parts Industry by Systematic sampling. The responses to the question capturing focal constructs used a seven-point Likert scale. SPSS is used for statistical analysis of percentage, mean, standard deviation, skewness and reliability of questionnaire. Lisrel is used for analyzing confirmatory factor analysis and structural equation modeling.

Furthermore the research results express that Strategic Planning, Technology & Innovation, Knowledge Management, Total Quality Management directly influenced Business Performance and Strategic Planning, Technology & Innovation and Knowledge Management directly influenced Total Quality Management.
Factors Affecting the Trust of Global Airline Passengers

Suchat Lainumngern
Sudaporn Sawmon
Faculty of Administrative and Management
King Mongkut's Institutes of Technology at Ladkrabang
Bangkok
Thailand
Email: suchat-kanatsawan_tip@hotmail.com

This research aim to explore the personal characteristics of global airline passengers to explore the relationship and influence between Customer Relationship Management, Perceived quality, Perceived risk as well as Satisfaction and Trust, furthermore to find a suitable model improve loyal and trust among of global airline passengers. The sample for this research comprised 506 passengers from World's top 10 Airlines.

The research method is purposive sampling through questionnaires in Suvarnabhumi airport in Bangkok, Thailand. The statistical data analysis performed using percentages, means, standard deviations, Confirmatory factor analysis and Structural Equation Modeling (SEM).

Furthermore the research results express that Customer Relationship Management, Perceived quality and Perceived risk directly influenced the Satisfaction and Perceived quality which lead to Satisfaction and Perceived risk directly influenced the Trust among global airline passengers.
Loyalty Model of Customer for Superior Luxury Hotel in Thailand

Kawee Supanun
Puris Sornsaruht
Faculty of Administrative and Management
King Mongkut's Institutes of Technology at Ladkrabang
Bangkok
Thailand
Email: kavee-kaweesupunun@hotmail.com

The purposes of this research are to develop a structural equation model of factors affecting Loyalty of Customer of Superior luxury hotel in Thailand and to examine the relationship and influence between Service Quality, Satisfaction, Reputation, Trust and Loyalty of Customer of Superior luxury hotel in Thailand and to develop a structural equation model that affects Loyalty of Customer for Superior Luxury Hotel in Thailand.

The sample for this research comprised 500 customers of Superior luxury hotel by Systematic sampling of Superior luxury hotel from 65 hotels in Thailand. The statistical data analysis performed using percentages, means, standard deviations, Confirmatory factor analysis, Path analysis and Structural Equation Modeling.

Furthermore the research results express that Service Quality directly influenced Satisfaction and reputation and Service Quality, Satisfaction, Reputation and Trust directly influenced the Loyalty of Customer of Superior luxury hotel in Thailand.
The purposes of this research is to develop a structural equation model of factors Online purchase intention of foreign tourist of hostel in Thailand and to examine the relationship and influence between Hostel website, Website personality, Perceived value, Customer satisfaction and Purchase intention of foreign tourist of hostel in Thailand.

The sample for this research comprised 550 customers of foreign tourist of hostel in Thailand by Systematic sampling. The responses to the question capturing focal constructs used a seven-point Likert scale. The statistical data analysis performed using percentages, means, standard deviations, Confirmatory factor analysis, Path analysis and Structural Equation Modeling.

Furthermore the research results express that Hostel website, Website personality, Perceived value and Customer satisfaction directly influenced Purchase intention of foreign tourist of hostel in Thailand and Hostel website directly influenced Website personality, Perceived value and Customer satisfaction.
The Model of Intention to Purchase Travel Online in Thailand of Foreign Tourists

Parlakorn Kornpitack
Puris  Sornsaruht
Faculty of Administrative and Management
King Mongkut's Institutes of Technology at Ladkrabang
Bangkok
Thailand
Email: parlakorn-parlakorn@yahoo.com

The objectives of this research are: 1) to study the compliance of structural factors that affect intention to purchase travel online in Thailand of foreign tourists 2) to study the direct and indirect variables that affect intention to purchase travel online in Thailand of foreign tourists and 3) to develop a structural equation model that affects intention to purchase travel online in Thailand of foreign tourists.

This study is using Confirmatory Factor Analysis to analyze the structural equation modeling. The population of this study 650 customers of purchase travel online of foreign tourists who come to Thailand. The responses to the question capturing focal constructs used a seven-point Likert scale. SPSS is used for statistical analysis of percentage, mean, standard deviation, skewness and reliability of questionnaire. Lisrel is used for analyzing confirmatory factor analysis and structural equation modeling.

Furthermore the research results express that Perceived Risk, Attitude, Perceived ease of use, Trust, Social Media involvement directly influenced intention to purchase travel online in Thailand of foreign tourists.
Word of Mouth Model of Cultural Tourism in Thailand

Adisorn Boonpratheep
Puris Sornsaruht
Faculty of Administrative and Management
King Mongkut's Institutes of Technology at Ladkrabang
Bangkok
Thailand
Email: adisorn-aboonpratheep@gmail.com

The objectives of this research are to study the compliance of structural factors that affect Word of Mouth of cultural tourism in Thailand and to examine the direct and indirect variables that affect Word of Mouth of cultural tourism in Thailand and to develop a structural equation model that affects Word of Mouth of cultural tourism in Thailand.

The sample for this research comprised 650 cultural foreigner tourists by Systematic sampling in Thailand. The statistical data analysis performed using percentages, means, standard deviations, Skewness, Kurtosis, Confirmatory factor analysis, Path analysis and Structural Equation Modeling.

Furthermore the research results express that Loyalty, Satisfaction, Reputation and Image directly influenced Word of mouth and Image directly influenced Satisfaction, Reputation and Reputation directly influenced Satisfaction.
The purpose of this study is to assess the current status of Equity Crowdfunding (ECF) development of the claimed three key actors of ECF facilitation in the ASEAN region namely, Malaysia, Singapore, and Thailand. The study selected one equity crowdfunding platform in each country and it was evaluated through the successfully funded projects as well as the funding growth from its inception to present. The study also tackled the policy and regulation governing the platform thus, giving recommendation to Association of Southeast Asian Nation (ASEAN).
Exploring Heritage as Flow Experience: The Case of Greenwich

Daisy G. Kanagasapapathy
School of Hospitality
Sunway University
Malaysia
Email: daisyk@sunway.edu.my

No two tourists receive the same experience (Lounsbury & Polik, 1992) and therefore, understanding experiences from the perspective of tourists has become an arena of growing interest to researchers. Tourists are moving from passively gazing at built heritage and landscapes to wanting to participate in and engage with the destination (Urry, 2002). Engaging in tourism is considered to be a “potential source of happiness and well-being” (Sharpley & Stone, 2012, p.1). The best experiences are when a tourist takes an active part and is completely immersed in the situation that they are experiencing (Csikszentmihalyi, 1992).

The existing literature in the fields of heritage tourism and tourist experience demonstrates that although heritage experiences have been analyzed, there is still a lack of research incorporating the flow experience perspective. The term flow refers to a state of consciousness that is sometimes experienced by individuals who are deeply involved in an enjoyable activity. Therefore, this study explores the field of heritage tourism and centres on experiences from the perspective of flow with the four realms of the experience economy (Pine & Gilmore, 1998).

A quantitative research approach is adopted, using a tourist survey at Maritime Greenwich, London, United Kingdom (UK) due to its rich maritime heritage and all year-round appeal to tourists. A total of 648 respondents was analyzed and fitted into the theories and indicated the strong presence of flow experience was linked with these realms.

This research makes a contribution to knowledge by providing an understanding of the important factors that contribute in creating a unique and personalized experience for tourists and, as a result, informing destination management and marketing. Additionally, from the scale of heritage tourism, these findings benefits the academic world as well as an industry.
The concept and construct of consumer animosity has been extensively studied in the domains of marketing and international business literature in recent years. An early yet long-standing conceptualization of consumer animosity was offered by Klein, Ettenson and Morris (1998) as: “remnants of antipathy related to previous or ongoing military, political, or economic events,” and was expected to affect consumers’ purchases of products in the global market. Numerous studies have been conducted over the past two decades, to refine the conceptualization and measurement of the concept of consumer animosity, and to validate its applicability in a plethora of geographical and temporal contexts. Extant literature on animosity has focused largely, with a few exceptions, on the effect of animosity on the purchase of foreign products as a result of consumers’ animosity towards the country of manufacture. While this placement of animosity almost exclusively in the transnational geo-political and historical context has led to the generation of considerable empirical support for the concept, there is reason to believe that the concept has been confined rather narrowly due to this conceptualization. Contemporaneously, a smaller but significant amount of research attention has been paid to the concept of consumer affinity. Similar to consumer animosity but with a positive valence, consumer affinity towards foreign countries has been proposed as a factor affecting the purchase of products from those countries (Jaffe and Nebenzahl 2006). While Jaffe and Nebenzahl (2006) saw consumer affinity as the opposite of consumer animosity, Oberecker, Riefler and Diamantopoulos (2008) offered a more nuanced understanding of consumer affinity, and defined it as: “A feeling of liking, sympathy, and even attachment toward a specific foreign country that has become an in-group as a result of the consumer's direct personal experience and/or normative exposure and that positively affects the consumer's decision making associated with products and services originating from the affinity country.” (p.26).

The objective of this paper is to review the strands of recent research in consumer animosity and consumer affinity, and move towards building a more comprehensive understanding of the
phenomena, their antecedents and consequences, and consideration of additional factors that may moderate the relationship between consumer sentiment towards other countries (animosity/affinity) and purchase intentions and behavior.
An Analysis of Behavioral Intention of RFID Users at the Hospitals

Passarin Phalitnonkiet  
School of Business  
International College  
Burapha University  
Chonburi  
Thailand  
Email: passarin_k@hotmail.com

RFID technology has been considered supporting in the hospitals or healthcare centres in various applications, for example, monitoring, identifying, and tracking patients, staff, inventories and assets. To be more effective in administrating the processes in hospitals, this study aims to investigate the hospital staff’s behavioural intentions in using RFID by applying UTAUT2, to study the relationships among each construct, and to give the suggestion for more effective-managerial hospital implementations of using RFID technology. The analysis was conducted through a Confirmatory Factor Analysis (CFA) and the Structure Equation Modelling (SEM) technique to test among 7 hypotheses. The findings shows that a new model composed of 5 constructed based on the original UTAUT2. The 2 hypotheses were supported. The study provides a feasible solution to perform a better operational efficiency for RFID-enabled hospitals in Thailand, by giving a sense of perceived utility and hedonic motivation among hospital staff at their workplaces.
Pharmaceutical Business Ethics

Muhammad Mukhtar
Faculty of Industrial Sciences & Technology
Universiti Malaysia Pahang
Gambang, Kuantan City
State of Pahang
Malaysia
Email: mukhtar.muhammad@gmail.com

Zabta Khan Shinwari
Qarshi university
Lahore
State of Punjab
Pakistan
Email: shinwari2008@gmail.com

Both the research based and generic manufacturers of the pharmaceutical products are very aggressive in achieving the regulatory approvals and sales of their products. The US Food and Drug Administration (FDA) has a highly precise control before the marketing of both the trade and generic medicines in North Americas. Other nations on this globe either follow the US FDA or have their own regulatory systems regarding the promotion and distribution of pharmaceutical products including treatment methodologies. However, multinational pharmaceutical manufacturers have their stakes and vested interests almost globally. Unfortunately, on several occasion, the pharmaceutical products are misused, or their dangerous effects on human are proved very late subsequent to the approval. Two glaring examples of the current time are a misuse of opioids, FDA approved products that are taking lives of almost 140 people on a daily basis. Along with similar lines, polyacrylamide gel mediated breast augmentation have been provided to nearly 300,000 women, mainly in China and now almost every recipient of this treatment is at risk of getting a myriad of problems. We have evaluated opioid epidemics at four major fronts including demographics, available treatments, economic aspects of the disease and significant players in the market. The findings in all these aspects of the opioid epidemic are quite startling. The epidemic shift from white communities to black in the United States of America is quite worrisome. A relative increase in the number of women when compared with women for opioid overdose is challenging the North American society overall. There are several treatments to overcome opioid epidemic. However, each and everyone has its merits and demerits. A simple and economical therapy is still being awaited. Based on the current situation an estimate of 500 billion to halt the opioid epidemic sounds reasonable in the USA. However, its spread to other nations can have severe repercussions. Our data suggest a unified global policy and strategy for overcoming opioid overdose epidemic and appropriate control of medications with the potential to be addictive.
Factors Affecting Share Price with Special Reference to the Colombo Stock Exchange in Sri Lanka

P. D. N. K. Palihena
T. M. Weerasinghe
Department of Accountancy and Finance
Faculty of Management Studies
Rajarata University of Sri Lanka
Mihintale
Sri Lanka
Email: pdnkpalihena@gmail.com
Email: thiliniweerasinghe318@gmail.com

Stock market plays an important role of the economy because; it promotes the growth and development of the economy through attracting domestic and foreign capital. Economic stability could be measured by macro-economic factors. Those factors are affecting to the industry condition of the country and it ultimately affect to the share price. Therefore, present study examines the factors affecting to share price with special reference to the Colombo Stock Exchange in Sri Lanka. The key objective of the present study is to identify the factors affecting to share price of the Colombo Stock Exchange (CSE) and secondary objectives were examine the relationship between share price and selected variables. The study focused on Gross Domestic Production (GDP), Inflation Rate, Interest Rate, Exchange Rate and Money Supply (M2) using monthly data for a 10 years period between April 2006 and March 2015. Necessary data are collected from secondary sources and population was all the companies listed in Colombo Stock Exchange and population has been taken as the sample of the study. Descriptive analysis, correlation analysis and regression analysis was employed to draw conclusions and test the empirical relationships and the behavior of the above variables. The regression model summary endorses a very strong combined influence of independent variables on the share price. From the results, it appears that strong variation in share price is explained by the five selected macroeconomic Factors. The main findings were that Money Supply has positive relationship with share price and Inflation Rate, Interest Rate and Exchange Rate have negative relationship between share prices. However, Gross Domestic Production does not appear to have a strong prediction of movements of stock prices in the Colombo Stock Exchange. According to above information Gross Domestic Production has been statistically insignificant and H1 hypothesis has been rejected in present study and other hypotheses are accepted. These findings hold practical implications for policy makers, stock market regulators, investors and stock market analysts.
Factors Affecting the Adoption of Ecommerce in Small and Medium Enterprises, Sri Lanka

D. I. N. Iddamalgoda
Maya Creations Pvt. Ltd.
Colombo
Sri Lanka
Email: ian.nirmal@gmail.com

In every economy Small and Medium Enterprises(SMEs) are a vital component in economic development. To gain successful competitive advantage, adopting new technology innovations such as ecommerce by the SMEs is the new trend in most of the developing economies. In Sri Lanka it’s yet at the transformation stage. This study is conducted with the aim of finding out the factors affecting the adoption of ecommerce in SMEs in Sri Lanka. A survey was conducted among 123 small and medium enterprise owners. Data was analysed using IBM SPSS 23. After rigorous measurements to confirm the validity and reliability, Multiple regression analysis concluded that perceived relative advantage and perceived compatibility have an impact on ecommerce adoption. Cost does not have a significant impact on ecommerce adaption of SMEs. Study filled the knowledge gap in understanding the critical components in ecommerce adoption which will help all the service organizations to develop better products.
The Impact of Product Variety on Operational Performance: Mediating role of Integrated Green Supply Chain Management in Western Province Apparel Manufacturing Organizations, Sri Lanka

J. A. R. Jayakody  
Merchandising Department  
MAS Intimates Pvt Ltd  
Colombo  
Sri Lanka  
Email: roshanj@masholdings.com

Nilakshi W. K. Galahitiywae  
Department of Decision Sciences  
Faculty of Management Studies and Commerce  
University of Sri Jayewardenepura  
Gangodawila, Nugegoda  
Sri Lanka  
Email: nilakshi@sjp.ac.lk

It has been a challenge for today’s manufacturing firms to produce greater variety to satisfy the dynamic customer demand while maintaining efficient operational performance. The present study aims to examine the relationships of product variety, integrated green supply chain management and operational performance in apparel manufacturing organizations, Sri Lanka. Also it fills a theoretical gap of mediating role of integrated green supply chain management between the product variety-operational performance linkage. The study is based on survey data of 161 front end and factory merchandisers from apparel manufacturers. Structured Equation Modeling with AMOS is used to test the hypotheses. The results generate significant relationships among the constructs and a full mediation of integrated green supply chain management. The findings produce worthwhile insights for managers in supply chain in deciding strategies to enhance operational performance while ensuring the green aspects throughout the supply chain.
Impact of Perceived Ease of Use, Awareness and Perceived Cost on Intention to Use Solar Energy Technology in Sri Lanka

U.C. Bandara
Electrical Superintendent (Energy Management)
Ceylon Electricity Board
Sri Lanka
Email: chathurika.b@gmail.com

T. S. M. Amarasena
Department of Decision Sciences
Faculty of Management Studies and Commerce
University of Sri Jayewardenepura
Gangodawila, Nugegoda
Sri Lanka
Email: sudath@sjp.ac.lk

G. C. I Gunarathne
Department of Operations Management
Faculty of Management
University of Peradeniya
Peradeniya
Sri Lanka
Email: isurugune.jp@gmail.com

Solar Energy acceptance and slow growth among households is a major issue in Sri Lanka. The aim of this study is to identify the impact of perceived ease of use, awareness of the technology and perceived cost over intention to use solar energy technology in Sri Lanka. Technology acceptance model (TAM), diffusion of innovation (DOI) and transaction cost economies theory (TCE) are used to develop the research base. Self-administrated questionnaire is used to collect data from a sample of 384 respondent households. Structural Equation Modeling (SEM) is used to test three hypothesis. The results of the study indicates that perceived ease of use, awareness of the technology and perceived cost has a significant impact on solar energy technology adoption. The study enhances knowledge on solar energy as a power source of green energy for small scale households in urban areas. These findings can be used for strategic planning to ensure sustainable business growth as well, policy and decision making.
The Impact of Talent Management Initiatives on Employee Performance: The Mediating Role of Employee Engagement in the Banking Sector, Sri Lanka

M. T. T De Silva
Department of Management and Entrepreneurship
Faculty of Management and Finance
University of Ruhuna
Matara and Galle
Sri Lanka
Email: thedushika@gmail.com

M. G. G. Tharanganie
Department of Human Resource Management
Faculty of Management Studies and Commerce
University of Sri Jayewardenepura
Gangodawila, Nugegoda
Sri Lanka
Email: geetha@sjp.ac.lk

Development of talent pools is a critical success factor of today’s dynamic business environment. The study aims to examine the impact of talent management initiatives on employee performance in banking sector, Sri Lanka. Also it uncovers a theoretical gap of mediating role of employee engagement with Ability-Motivation-Opportunity and Social Exchange theoretical bases. Structured self administered questionnaire is used to collect data from a sample of 245 talented banking employees in 17 Sri Lankan licensed commercial banks. Structured Equation Modeling with AMOS is used for data analysis. The findings reveal talent management initiatives have significant and positive impact on employee performance and engagement. Talent management-performance link has bridged from employee engagement resulting a partial mediation. The findings propose adopting and investing on talent management initiatives is worthwhile to gain engaged and improved performance of talented bankers in organizational context.
Factors Affecting Loan Repayment Performance on MFISS

W. Percy Wijewardana
T. D. S. H. Dissanayake
H. M. D. N. Somathilake
R. I. N. Ranasinghe
Faculty of Management Studies
Rajarata University of Sri Lanka
Mihintale
Sri Lanka
Email: percywpv@yahoo.com
Email: sulo.hiranthi@gmail.com
Email: dhanujanirmani@gmail.com
Email: ranasingheishari@gmail.com

This paper attempt to determine the factors affecting loan repayment performance of Micro Finance Institutions (MFIs) in Sri Lanka by using Small and Medium Enterprises (SMEs) in Anuradhapura District. Sri Lanka is a developing country and most of people are living in poverty because of MFIs plays an important role in improving the livelihood of the low income people. The data used in this study gathered survey on 120 respondents in Anuradhapura District. The data was analyzed through Descriptive Statistics, Correlation analysis and Regression analysis by using SPSS statistical package. Three variables were included in the regression analysis namely, entrepreneur’s characteristics, loan characteristics and firm level characteristics. The study were found that there is significant effect on loan characteristics (Loan size, Repayment period, Installment mode, Follow up procedures, Interest rate) and firm level characteristics (Business size, Business age, Business risk, Technology of Business) for repayment performance and there is no significant effect between entrepreneur’s characteristics (Owners interest, Knowledge of MFIs, Work experience, Education Level) and repayment performance.
Impact of Financial Variables on Common Stock Systematic Risk

W. Percy Wijewardana
Department of Accountancy and Finance
Faculty of Management Studies
Rajarata University of Sri Lanka
Mihintale
Sri Lanka
Email: percywpv@yahoo.com

The ultimate goal of firms’ financial management is to increase market value of shareholders’ equity. The concept of systematic risk is a major factor that should be consider for making decisions regarding the common stock investments. Therefore, it is important for the financial managers of a company to get awareness about the factors which are affected for the systematic risk of common stock for making right investment decisions. By considering the significance of systematic risk in common stock, the goal of the study is to examine the impact of financial variables on systematic risk of common stock. To achieve the goal of the study, selected 50 companies from Colombo Stock Exchange including manufacturing sector, beverage food and tobacco sector and hotel sector companies for the period of 2009-2016 and selected profitability, dividend payout, liquidity and leverage as financial variables. Financial variables have been tested by descriptive statistics, correlation analysis and multiple regression analysis. In this study, according to regression results showed that dividend payout had a negative significant relationship with systematic risk while profitability, liquidity and leverage had a positive relationship. Pearson Correlation analysis showed that all the variables are insignificantly affected for beta. Also, profitability and liquidity had a positive relationship with systematic risk and the dividend payout and leverage represented a negative correlation with beta. These findings are material for the investors and all decision makers for the purpose of right decision making.
Mobile Commerce in India and the Role of M/S BSNL PSU Telecom Service Provider

P. Raja Ramesh  
Faculty of Management  
Osmania University  
Hyderabad  
India  
Email: rrajnuu@gmail.com

This article deals with the influence of latest telecom and internet advancements on m-commerce, a new wave of technology-driven commerce, started before Internet-facilitated e-commerce has begun to take hold. There are tremendous changes in the business by the increasing saturation of mobile technology, such as smart phones and personal digital assistants (PDAs). m-commerce promises to inject considerable change into the way certain activities are conducted. Equipped with micro-browsers and other mobile applications, the new range of mobile technologies offer the Internet ‘in your pocket’ for which the consumer possibilities are endless, including banking, booking or buying tickets, shopping, service industry and real-time news. Focusing on business-to-consumer markets, this paper examines how value is added in the stream of activities involved in providing m-commerce to the consumer. As such, it analyses the key players and technologies that form part of the m-commerce value chain, providing a foundation for future strategic analysis of the industry. Drawing on some of the key factors that may influence the take-up of m-commerce—including technological changes, consumer needs, satisfaction and role of M/s BSNL (India’s public sector undertaking mobile company) in the m-commerce.
An Inquiry into Success Factors Influencing the Choice of Foreign Markets

Marwan Al-Qur'an
College of Business Administration
Abu Dhabi University
Abu Dhabi
United Arab Emirates
Email: m_alquran@hotmail.com

Little attention was given in the current literature to international market selection by Arabian international firms. Therefore, this exploratory investigation examines critical success factors contributing to the selection of beneficial foreign markets by Arabian international firms. Two rich-information case studies were purposefully selected from among Saudi large firms. Additionally, six international market selection decisions were examined within these two cases through relying on: in-depth face to face interviews, short telephone interviews and questionnaire instrument as primary data sources. Two main stages of analysis were undertaken namely, within and cross-case analyses. The results showed that four critical factors contributing to the selection of beneficial international markets by Arabian international firms, i.e., (1) international business experience of the selected IMS team, (2) the market knowledge about the potential international markets, (3) in-house and external consultations with international business experts and (4) identification of a trustworthy and internationally experienced manager for the international operation. The research findings provide theoretical and practical implications to international market selection.
An Exploration of the Factors Associated with the Employee Productivity in the Garment Industry; A Study in Sri Lanka

Upul Chaminda Weragoda Masachchi
Maliban Textiles Company Limited
Balangoda
Sri Lanka
Email: upulweragoda001@gmail.com

Employee Productivity has been a widely discussed topic among many researchers in the world in different contexts. Employee productivity in the garment manufacturing sector, is challenged by human and system related factors. This concept has evolved heavily in the past and today it has been given the utmost priority in a modern business environment. Academics have shown their interest in the exploration of the relationship of employee productivity and the organizational performance. Researchers have found that productivity is affected by different factors in different types of cultures and industries. Employee productivity, Capability, Employee Perception, Attitude, Learning, Management Style, Technology, Innovation and Human Resource Management practices etc. are among the key factors associated with the employee productivity. This research attempts to explore the factors that could affect the employee productivity in a manufacturing environment in a globalized business. Productivity plays an important role in determining the industry competitiveness as well. The garment industry in Sri Lanka is challenged by many factors such as competition, altering the employee attitude towards an effective culture, and innovation management etc. Therefore, the findings of this research will be useful for the managers and leaders in the industry, the policy makers, academics and others key decision makers for effective decision making.
A Case Study on Sleepy Owl Coffee: An Innovative Make-in-India Cold Brew Coffee Startup

Taleha Khan  
Department of Management Studies  
Indian Institute of Technology at Delhi  
New Delhi  
India  
Email: talehakhan2015@gmail.com

2016 the concept of Coffee Brewing saw a revolution, when three lawyer friends passionate about their coffee, invented the ideal coffee brand “Sleepy Owl”, which was easy to get , store and drink anytime, anywhere, blended to absolute perfection. They quit their jobs and put in all consistent efforts over a year and made a delicious concoction that would stay fresh for a long time.

Their signature nutty flavor, which was directly sourced from farmers from Chikamaglur, using single-origin Arabica beans have been the best beans in India. Delivering the passionately made coffee into environment friendly brown cardboard boxes at doorsteps that can be stored safely from heat and light, made everyone count on their credibility and getting tremendous customer reach.

Today, their umpteen distinct and innovative coffee recipes, have made people engage into several coffee experiments. They have made way into the hearts of the common man to the celebrities. The USP being made on demand in small batches with no added preservatives, just pure coffee.

In spite of the huge demands, the timely delivery and intact quality, is becoming popular and exponentially growing in demand overseas. But there is a long way to go with existing Coffee Brands, pitching up new technology and trying to sweep the coffee lovers giving a cutting edge competition to Sleepy Owl.
Disruptive Innovation; A Vehicle of Growth: Case Study of Adobe India

Vishesh Bhalla  
Department of Management Studies  
Indian Institute of Technology at Delhi  
New Delhi  
India  
Email: vbhalla27@gmail.com

Sukritee Goswami  
Department of Management Studies  
Indian Institute of Technology at Delhi  
New Delhi  
India

Shift from License based model for sale of digital content of it’s holding company (Adobe Inc) to subscription based model for sale of that content, with additional features; followed by continuous research and development to bring updated versions to retain the interest of its subscribers, besides diversifications (based on fresh inputs from subscribers) in the emerging fields with tremendous growth opportunities, makes Adobe India, a perfect case to signify the importance of disruptive innovations as a growth vehicle provided the innovations are introduced based on a well planned innovation strategy. Even though the move is not without risks, that can lead to tremendous loss, it is interesting to study why Adobe succeeded and what are the lessons learnt.
Blue Ocean Strategy in Advertising: Reflections on the Indian Perspective

Sushil Kumar Tyagi  
Vikas Dutt  
Department of Management Studies  
Indian Institute of Technology at Delhi  
New Delhi  
India  
Email: sushilkumartyagi@gmail.com  
Email: dutt.vikas@gmail.com

This paper aims to address the impact of blue ocean strategy in connection to the Indian advertising scenario. Blue ocean strategy is used to find new areas or horizons in a specific arena where there is minimal competition and hence it carves out a new area for placing a particular idea.

As India is considered as a rising economy and a favorable market for the economically sound consumers, advertising has always remained as an indicator of the preference of a prospective customer. Indian advertising industry has known to churn out some of the finest commercials for the various mediums like televisions, newspapers, billboards and social media. In the recent times, blue ocean strategy has made possible for the customers to view a certain product/service/innovation in a totally new light which in turn could be turned into its USP assigning it a dedicated number of patrons.

In this paper, the focus is to analyze marketing through blue ocean canvas. The references are drawn from industries where companies operate on functionality benefits and try to fight on horse race on who is the best out of them. My paper is on the innovation in advertising which subdue the tangible benefits of a product/service like technology and cost and operates purely on intangible factors like the emotional experience of the customer which helps in building of a strong brand.
A Case Study on Godrej Consumer Products Limited: The Sustained Strategy

Ramandeep Kaur Virk  
Department of Management Studies  
Indian Institute of Technology at Delhi  
New Delhi, India  
Email: virk.raman@rocketmail.com

Shivang Baijal  
Department of Management Studies  
Indian Institute of Technology at Delhi  
New Delhi, India  
Email: shivangbaijal.sb@gmail.com

Deepak Kumar  
Department of Management Studies  
Indian Institute of Technology at Delhi  
New Delhi, India  
Email: Deepak812@gmail.com

Tapati Bhattacharya  
Department of Management Studies  
Indian Institute of Technology at Delhi  
New Delhi, India  
Email: tapati_05@rediffmail.com

Godrej Consumer Products Limited (GCPL), being the spin off from the giant family business of Godrej Group in the year 2000, have swiftly gained the position of “The customer care brand of India” and leader in insecticides not merely due to its being the child of a conglomerate but the business strategies it followed by going off the beaten path in the subsequent years. GCPL's game of never aiming the top but being in the top, covering the scope for both masses as well as wealthy consumers, its mammoth investment in Research and Development for new product launches, all these factors acted as cash cow for GCPL and made them a subject for case study. In 18 years, GCPL not just an ascendant player but reigning the market. GCPL, marking no failed acquisitions by hitting the nail right on the head and becoming the first company in the world to receive "The Platinum International TOC Excellence Award 2015"; symbolize for its long term sustainability. The following case study will cover the points and dig deep inside the gems of GCPL like business ideas, policies, young leadership, unique innovations, market penetration and coverage, revenues earned, tackling competitors by playing with full deck and review the current scene of GCPL inside domestic and international market.
Case Study: J.W. MARRIOTT

Kevin Savaille
Site Manager
India (British Telecom)
New Delhi, India
Email: kevin.savaille@gmail.com

Shruti Punn
Lead Associate
Assurance (Ernst & Young, Global)
New Delhi, India
Email: shruti.sp.leo@gmail.com

Swati Singh
Business Analyst (Fonantrix Solutions LLP)
New Delhi, India
Email: swati.aib.imtech@gmail.com

Arif Mohammad
Jagaran Prakashan Limited
New Delhi, India
Email: arif_18_in@yahoo.co.in

There has been a drastic change in the way the new millennial are spending their money – more than materialistic things, they are investing in holidays, vacations and travel with friends, family or alone! This is changing the dynamics of the tourism industry and impacting the hotel and lodging. While Marriott is leading the industry post the merger with Starwood and acquiring hundreds of properties across the globe, a huge threat looms with the growth of AirBnB. AirBnB is offering a range of services from top end luxury to economical options – from sea side villas to a cozy apartment right in the heart of the city –becoming the most sought after option for travellers across various nations. Marriott would need to deal with this challenge apart from tackling with the threats of a slow- down in economy and continuously working on various innovations to be the leader and the game changer in the industry.
Relevance of Spiritual Leadership for the Organizations in the Digital Age: An Evaluation

Sushil Kumar Tyagi
Department of Management Studies
Indian Institute of Technology at Delhi
New Delhi
India.
Email: sushilkumartyagi@gmail.com

Sanjay Dhir
Department of Management Studies
Indian Institute of Technology at Delhi
New Delhi
India.
Email: Sanjaydhir.iitd@gmail.com

Vikas Dutt
Department of Management Studies
Indian Institute of Technology at Delhi
New Delhi
India
Email: dutt.vikas@gmail.com

Purpose
This paper’s primary objective is to evaluate the interrelationship between Spiritual Leadership for the Organizations in the Digital Age and the Spirituality and its association to office leadership. It will analyse how spirituality connects organizations just like various other organizational aspects such as long term association, ethicality, absenteeism, efficiency, performance, revenue, and health related matters.

Design/methodology/approach
The paper will be developed on the pre existing theories and data. It will analyse the available literature on various parameters to establish an approach linking the importance of spiritual leadership in organizations and how it will impact their overall performance. To holistically develop the topic under consideration, the author will analyze four key factors i.e. Spirituality, Leadership, Organization and Importance of Spiritual Leadership in Digital Age. Various research papers on the topic will be analysed to find out the relationship between these factors.

Findings
The papers will establish that a major change is taking place in the personal and professional lives of leaders as many of them more deeply integrate their spirituality and their work. This integration leads to a very positive change in their relationships and their effectiveness. Workplace spirituality programs leads to beneficial personal outcomes such as increased joy, peace, serenity, job satisfaction, commitment, improved productivity and reduce absenteeism. Spiritual Leadership is thus an important aspect of leadership and it will further gain grounds
during digital age. Leaders, who are able to motivate followers, create a positive ethical climate, inspire trust, promote positive work relationships, and achieve organizational goals. These spiritual values and practices also allow leaders to achieve organizational goals such as increased productivity, long term association, lowered rates of turnover, greater sustainability, and improved employee health.

Research limitations/implications
Spiritual leadership is one area where very limited work has been done and most of this work is also confined to some selected aspects of it. There is a need to bring in/ study the implication of some other components like Self-awareness, Self-discovery, Team Integration & Integrity, Balanced approach, Intrinsic motivation, Wisdom, Interdependence, Cooperation, Teamwork to give a holistic picture of the value of spiritual leadership.

Practical implications/Originality/value
The paper will look into the ways to achieve and maintain a balance between work and family and between personal and professional areas of life. In each organization individuals need more of psychological support than ever before and a spiritual leadership is the way forward. The importance of spiritual leader is immense as it works as catalyst. The “doing flows from non doing”, which not only motivate, create positive environment, sharing and trusting culture within organization but also leads towards better performance and revenues. The spiritual values of integrity, honesty, and humility, and the spiritual practices of treating others with respect and fairness, expressing caring and concern, listening responsively, appreciating others, and taking time for personal reflection have all been linked to quantifiable positive effects for organizations and individuals. They cause leaders to be judged as more effective by both their peers and their subordinates, and they lead to enhanced performance. They have been proven to be associated with increased worker satisfaction and motivation, greater productivity, greater sustainability, and enhanced corporation reputation, which in turn have all been linked to increases in the bottom line of profits.
The need for a broader range of business information is clearly demonstrated by the small percentage of market value that is now explained by physical assets - down to only 16% in 2015 from 83% in 1975 (CGMA, 2016). The traditional corporate reporting model plays a valuable role with respect to the stewardship of financial capital. However, the traditional corporate reporting was heavily criticized over its sole reliance of historical financial performance, exclusion of non-financial performance and narrow focus of value creation.

The gaps in traditional reporting have become more prominent while the businesses becoming more complex: The new reporting requirements have been added through a patchwork of laws, regulations, standards, codes, guidance and stock exchange listing requirement (IIRC, 2011). This had obviously resulted in increase of information being provided through financial reports; management commentaries; governance reporting; and sustainability reporting. Although, the traditional reporting has been able to accommodate the changing information needs of the users, as a consequence the reporting landscape became confused, cluttered and fragmented. This led to a situation where, much of the information provided is disconnected and critical interdependencies that exist are not made clear, for example, between: strategy and risk, financial and non-financial performance and governance and performance.

So, the time has come to a point to rethink what information is needed to provide a clear, concise picture of performance, impacts and interdependencies. As a response to this, the Prince of Wales established the Prince’s Accounting for Sustainability project in 2004 and this movement finally led to the establishment of the International Integrated Reporting Council (IIRC) in 2010 (SAICA, 2015). The IIRC’s most remarkable feature at its incorporation was the extraordinarily high-powered character of its governing body, its Council. Among its 40 members were the heads of the International Accounting Standards Board (IASB): the world’s leading standard-setting body, Financial Accounting Standards Board (FASB): the USA’s standard-setting body, The International Federation of Accountants (IFAC) represents the accountancy profession at the global level. and The International Organization of Securities Commissions (IOSCO) represents the regulators of securities markets at the global level. and The International Federation of Accountants (IFAC) represents the accountancy profession at the global level. The Council was dominated by the accountancy profession, preparers and regulators, who made up more than half its members (Flower, 2015)
The IIRC specifically refers to four different strands of reports provided by firms:

- Traditional financial statements
- Management commentaries
- Governance and remuneration reports
- Sustainability reports

The IIRC’s fundamental premise is that these four strands needed to be better integrated (Flower, 2015). Integrated Reporting (IR) combines the most material elements of information currently reported in separate reporting strands in a coherent whole, and importantly shows the connectivity between them and explains how they affect the ability of an organization to create and sustain value in the short, medium and long term’ (IIRC, 2011). In December 2013, the IIRC published the International Integrated Reporting Framework (IR Framework) (IIRC, 2013). IR Framework provides a principle based approach for IR. The purpose of the IR Framework is to establish Guiding Principles and Content Elements that decide the overall content of an integrated report, and to explain the Fundamental Concepts that underpin them (IIRC, 2013).
Stock Price Reactions To The Dividend Announcement: Colombo Stock Exchange, Sri Lanka

Nishantha Hewavithana
Nuwan Chathuranga
Colombo Stock Exchange
Colombo
Sri Lanka
Email: nishanthah@cse.lk
Email: nuwandchathuranga@gmail.com

Shares & Dividends are two words that investment groups study in stock Exchanges. In our research we are attempting to identify the share price movement to dividend announcements within the period of date of dividend announcement to the excluding dividends (XD) date. Price reaction verse dividends announcement topic is discussed in many empirical researches around the globe in emerging markets as well as developed markets. This study considers the period 2016-2017 & will study the investor reactions to dividend announcement in the Colombo stock exchange, Sri Lanka. The standard Event study method is applied in this study to analysis the stock price reactions for the dividend announcement. It has been found that dividend announcements have negative impact to the share price based on the findings of the partially completed. Final conclusion & implications will be performed in due course with completion of the data analysis.
Does Environmental Concern Drive Asian Firm’s Governance Score?

Aditi Mitra
Sanjaya Singh Gaur
Department of Marketing
School of Business
Sunway University
Malaysia
Email: aditim@sunway.edu.my
Email: sanjayag@sunway.edu.my

The primary objective of this study is to investigate the interrelationship among the corporate social responsibility parameters of firms. We test these relationships for six leading economies of Asia and use longitudinal data over a period of six years. Using a sample of 10,140 firm data point across four Asian countries (Malaysia, Singapore, Hong Kong, Thailand); we find evidence to suggest that developed stock exchange markets among the aforementioned economies such as Singapore and Hong Kong are transitioning from a strong focus on environmental issues to a more social equity based economy which is driving higher governance performance.
Insights from Department Heads: English Language Proficiency for International Business Students

Maureen Andrade  
Department of Organizational Leadership  
Woodbury School of Business  
Utah Valley University  
Orem, Utah  
USA  
Email: maureen.andrade@uvu.edu

Nearly 5 million students are seeking higher education credentials outside their own countries. English-medium universities in countries such as the U.S., UK, Canada, and Australia host the majority of these students. Within these universities business is the top program of choice. Globally mobile learners from non-English speaking backgrounds (NESB) not only need baseline English skills to be academically successful, but must continue developing their skills to be professionally prepared and competitive in both domestic and international job markets. This study sought to identify the perspectives of department heads from schools of business that host large percentages of globally mobile students regarding English language development and related faculty and department strategies. Heads of departments responded to an online survey with Likert-scale and open-ended questions. Findings indicated that department heads are aware of the needs of NESB students and want to assist them, but that more intentional strategies and department-wide approaches are needed.
Dealing with Workplace Adversity in Emerging Markets

Himani Oberai  
GLA University  
Mathura  
State of Uttar Pradesh  
India  
Email: himani.oberai@gla.ac.in

Sanjaya Singh Gaur  
Department of Marketing  
School of Business  
Sunway University  
Malaysia  
Email: sanjayag@sunway.edu.my

Individuals are emotionally exhausted, psychologically disturbed, totally burned out when they met adversity at work. Employees after encountering such events had low level of commitment towards their work and also start thinking about leaving their jobs. Contrary to these negative resources, some positive resources do exist within us. In this study we aim at highlighting the role of positive resources such as resilience in handling adverse events at work. This study elaborates the feelings and reactions of medical professionals when they encounter negative incidents at workplace.
Impact of Employer Task Support and Brand Reputation on Employee Satisfaction

Manisha Goswami
GLA University
Mathura
State of Uttar Pradesh
India
Email: Manisha.goswami@glau.ac.in

Sanjaya Singh Gaur
Department of Marketing
School of Business
Sunway University
Malaysia
Email: sanjayag@sunway.edu.my

This study was carried on Indian Higher education, seeks to develop deep insight in the relationships of employer task support and brand reputation (perceived by employee and their relative, friends and society) with employee satisfaction. This study has also checked the moderating effect of psychological contract on the established relationship, using PLS SEM, 554 teaching staff (faculty) was taken as respondents from different private colleges/institutes and universities across India.
Exploring The Global Muslim Market: An Insight Into Muslim Consumers’ Product Choice Using Eye-Tracking Investigation

M. Yunus Ali  
School of Business and  
GA21 Research Platform  
School of Business  
Monash University Malaysia  
Malaysia Campus  
Malaysia  
Email: Yunus.ali@monash.edu

Global Muslim market is very lucrative for its size and high growth rate that has attracted attention of global marketers from across the World. However, understanding Muslim consumers’ complex product choice behavior is a precondition to succeed in this market. This study proves an insight into Australian Muslim consumers’ product choice process through visual information search for heuristic cues in a product package. Eye-tracker was used to record participants’ eye-gaze movement and eye fixation on information cues on product packages on the computer screen and their purchase decision. Findings show that while participants’ eye fixations were on Halal label, ingredient and country of origin among other information cues on a package, buying intention was significantly influenced by Halal label. Findings reveal that Halal labelling add consumption values and is usefulness as a heuristic cue to facilitate product choice behavior. Managerial implications of the study are highlighted for global marketers to position their product in the fast growing Muslim market.
Franchising has been attracting the researcher’s attention from several different disciplines. Prior academic research had examined franchise system as reasonable economic alternatives to other business formats, identified reasons for franchisor ownership of outlets, the relationship between franchisor and franchisee and factors influencing to the success or failure of the franchise systems. Recently, the greater effort has been made to examine the scope of franchising from an international standpoint but the previous researches investigate mostly on the concerning aspect and the selection of entry mode. However, in the fast-paced and turbulence, the context of dynamic capabilities view which entrepreneurs play a crucial role to figure out how to interpret new events and developments and the market orientation which is the very heart of modern marketing are very rarely applied in the franchising. A key purpose of the framework is to examine the organizational antecedents and business performance of entrepreneurial orientation as a key organizational resource and market orientation as a key market-based asset in the franchise system. This paper describes the review, how the proposed conceptual framework was developed and identifies the constructs of influencing factors and the capabilities affecting the franchise performance outcome.
Crowdfunding has emerged as a unique financial by-product of technologization of the financial system in the world. In practice, this is a way of raising capital mostly for the small and medium startups (SMSs) using the internet or social networking sites or even some dedicated websites. Without surprise, the appeal of the segment of the market is increasing with the passage to time. For example, there was a relatively small market of online crowdfunding to the tune of a reported $880 million back in 2010. That was, of course, an early adopters’ market. However, the size of the market is estimated to have grown to $34.4 billion in 2015. In fact, with the advance of time and mass-use of technology, more and more people are getting habituated to various financial activities done through their electronic devices. Innovative entrepreneurs who are finding their space and access very limited to the formal money or capital markets are increasingly turning to technology for raising fund from the crowd for their ideas of initiating small and medium-size businesses. In a short journey at the real-world level, a number of models have evolved for crowdfunding including lending model, reward model, equity (investment) model, donation model, loyalty model, hybrid model, etc. Taking advantage of the liberal approach of the people, the US has been the leading market for crowdfunding in the world. However, China has raced ahead of the US as more crowd fund is raised by the small and start-up businesses there. But the financial markets in the developing economies in general are yet to experience any meaningful progress with crowdfunding as a source of startup finance because of insufficient technological infrastructure and regulatory framework. Nevertheless, crowdfunding has poised to challenge and replace venture capital in all financial markets in the world.
Consequences of Parent’s Trying of Providing Healthy Food to their Children

Yoke Kiau Leong  
Department of Marketing  
School of Business  
Sunway University  
Malaysia  
Email: leongjesslyn@yahoo.co.uk  
Email: yoke.l5@imail.sunway.edu.my

Sanjaya Singh Gaur  
Department of Marketing  
School of Business  
Sunway University  
Malaysia  
Email: sanjayag@sunway.edu.my

Brian C. Imrie  
KDU Penang University College  
Georgetown  
State of Penang  
Malaysia  
Email: brian.imrie@kdupg.edu.my

This study examines the effect of parent’s trying effort on their behavior in providing healthy food and restricting unhealthy food for their children. A survey was conducted among primary school children’s parents in three main urban states of Malaysia including Kuala Lumpur, Putrajaya and Selangor. Partial Least Square based structural equation modeling technique was employed for the analysis of 1,135 responses. The results suggested that regardless of the age group, parent’s effort of trying to provide healthy food influence their behavior of providing healthy food and restricting unhealthy food for their children, with both statistical significance and substantive significance. To feed children is a necessity, however to feed them healthily requires cautious trying in daily settings.
What Drives Bank Efficiency In Indonesia?

Tastaftiyan Risfandy
Faculty of Economics and Business
Universitas Sebelas Maret
Solo, Surakarta
Indonesia
Email: irwan.trinugroho@gmail.com

Using data of 82 commercial banks in Indonesia, we investigate the determinants of bank efficiency. Stochastic frontier analysis (SFA) and data envelopment analysis (DEA) are used to measure bank efficiency. Our empirical results revealed that bank efficiency is negatively affected by bank diversification, contrary to the most of prior studies. This negative impact is reduced in the government owned banks as this bank also tend to have better efficiency compared to the other banks. We also find that bank size and capitalization have positive impact on bank efficiency. In addition, our result also shows that bank efficiency of Islamic and conventional banks is not different, although some prior studies shows the superiority of the former rather than the latter. Some policy implications are discussed.
Why Bankable People Still Need Informal Lending?

Muh Juan Suam Toro
Arum Setyowati
Faculty of Economics and Business
Universitas Sebelas Maret
Solo, Surakarta
Indonesia
Email: irwan.trinugroho@gmail.com

Informal lending is characterized by higher interest rate and lower administrative security. Individuals, who have already bankable, rationally will choose formal lending for its advantages. However, some people in some cultures still lend from informal institutions even though they have access to formal institutions. This paper aims to investigate why some people still use informal lending meanwhile they have access to formal institutions. The data for of this research is collected through questionnaire which is distributed to merchants of traditional markets. The variables investigated include demographic factors; gender, age, marital status, size of family, and household income, family events; social event and business event, and lender-provider’s factors; distance, previous experience, interest rate, familiarity with provider, loan approval time, and easiness of administrative procedure. The regression analysis results show that size of family, social events, and some lender-provider’s factor has effect on the use of informal lending.
The “potential for the knowledge and wisdom” the human possess is the key to the evolvement of human societies. Phenomenally, experienced & realized knowledge has the potential or the power to generate new ideas, imaginations, initiations, and innovations (4I). Thinking of the contrast, if no effective and useful 4I is really visible out from any learning process, such learning would primarily be a “superficial awareness” or “just a memory of words with no reality”. And, in the designing and conducting of courses and modules, instructional strategies play a primary role in assuring the student experiencing & realizing the knowledge during the learning process, and moving towards 4I and innovations.

In the two major learning processes namely “self-paced or distant learning or online learning” and “classroom learning” it is important to get surfaced 4I into live, since 4I is a strong indicator of “experienced & realized knowledge”. As creating the cause to achieve 4I, both “Self-paced” and “Class room learning” are truly to be in a self-absorbable-pace in nature. In achieving this, the blending of both the methods of “classroom learning” and “self-paced or distant learning or online learning” would be more important. True to the above, “Blended Learning” has become the recent development in the field of education. Blended Learning, as implied above, refers a combination of “face to face” and online learning. And instructional strategies play crucial role in assuring the student experience and realize the knowledge during the blended learning process, and gained knowledge beyond the memory of words.

Inquiry-based, Case-based and Problem-based are the three predominant instructional strategies, used for self-paced learners. This particular study was conducted with four research objectives namely “1: To identify the best instructional strategies for the blended courses for self-paced learners”, “2: To decide the appropriate instructional design guidelines in designing learning activities for self-paced learners”, “3: To establish the effective instructional strategies to promote learner satisfaction and perceived learning of self-paced learners” and “4: To decide the appropriate instructional strategies which support for best learning achievements of self-paced learners”.

As this enquiry revealed, Bloom’s Taxonomy of Educational Objectives, Gagne’s nine events of instruction, Merrill’s first principles of instruction and John Keller’s Motivational model (ARCS Model) have been used as instructional design guidelines to design learning activities for the self-paced learning in blended learning courses to motivate the self-paced learning. In Sri Lankan context, Case-based instructional strategy is used in 4.4%. Problem-based instructional strategy
is used in 4.4% and Inquiry-based instructional strategy is used in 82% in Blended Learning platforms. The height learner satisfaction and motivation draws by Inquiry-based instructional Strategy.
Is The Debate Over? A Review On Rule Based Accounting Standards Vs. Principle Based Accounting Standards

Jayalath Attanayke
Department of Business Management
Faculty of Management Studies
Sabaragamuwa University of Sri Lanka
Belihuloya, Balangoda
Sri Lanka
Email: jayalath@mgt.sab.ac.lk
Email: anil@sjp.ac.lk

Collapse of Enron and other large corporate scandals link to the quality and reliability of financial information reported. This lead to intensify the debate among professionals on Rule Based accounting standards versus principle-based accounting standards. The challenge was constituted by the Sarbanes-Oxley Act of 2002 that designated the Security Exchange Commission (SEC) to submit a study report to the US congress on the feasibility of steering towards Principle-based Accounting Standards from Rule-based Accounting Standards.

The purpose of this study is to review literature of the debate on articulated definition, interpretation and its relevance of Rule Based Accounting Standards and Principle-based Accounting Standards in a holistic perspective. Rule based standards are highly criticized since they contain Specific Criteria to be followed thus simply complying with Exceptions, Subsequent Precedents, Implementation Guidelines and Determinant Rules. Even subsequently introduced International Financial Reporting Standards (IFRS) by the International Accounting Standard Board (IASB) leaves an ample room for professional judgement to be exercised when reporting thus emphasizing the need for implementing guideline on what rule-based characteristic is used.

A critical review approach is used in the study with reference to scholarly literature made available on this debate from 2000 onwards. It finds that the debate is not over but the prominence is given for principle based accounting standards even though much room for applying professional judgement still prevails thus highlighting the need for continuing the debate.
Do Cross-Border Acquisitions Enhance Firm Value In Short-Run? A Comparative Study Of Indian And Chinese Corporate Acquirers

Samta Jain
Smita Kashiramka
P. K. Jain
Department of Management Studies
Indian Institute of Technology at Delhi
New Delhi
India
Email: samtajain.iitd@gmail.com

The globalization of world economy has led to an increasing participation of emerging economies in cross-border acquisitions (CBAs). Emerging market corporates (EMCs) have largely/predominantly been exploring this strategic choice for building and strengthening their competitive advantages through procuring critical and natural resources; they also aspire for geographic expansion and risk diversification. In pursuit of their strategic objective, it has become a virtually necessity for the managers of the acquiring companies to gauge its valuation impact for the shareholders. Notwithstanding this, the research on effect of such transactions on the market valuation of acquiring firms in the short-run is at a nascent stage. This research work is a modest attempt to fill this void in the extant literature on mergers and acquisitions. Based on 553 and 128 acquisitions by Indian and Chinese companies, this study examines the implications of cross-border acquisition announcement by companies from emerging markets during the period from 2001-2017. The data for the study has been sourced from Thomson Reuter’s EIKON database.

Event study methodology has been employed to assess whether announcement of overseas acquisitions enhances the market value of the acquiring firm from emerging markets. Results indicate that foreign expansion, on an average, enhances firm value for Indian as well as Chinese corporates. Indian acquirers experience abnormal returns of 0.71 per cent vis-a-vis their Chinese counterparts which have observed much less gains (0.16 per cent) pertaining to the acquisition announcement. Daily abnormal returns around the announcement date (i.e., during event window) have then been cumulated to measure cumulative abnormal returns (CAR); CAR takes into account the chances of information leakage, if any particularly in semi-efficient forms of market viz. India and China. Over 3 (-1, +1) days acquisition window, CARs are higher for Chinese acquirers in comparison to Indian bidders. Thus, as far as abnormal returns (ARs) on the day of announcement are concerned Indian acquirers gain significantly more abnormal returns than Chinese acquirers. However, cumulating returns around the announcement day indicate reverse findings; Chinese investors have earned more returns in comparison to Indian shareholders.
Integration of Supply Chain and Information Technology Toward Supply Chain Performance of the Small-Medium Enterprises

Siti Aisjah
Surachman
Faculty of Economics and Business
Brawijaya University
Malang
Indonesia
Email: aisjah@ub.ac.id
Email: aisjahsiti@gmail.com
Email: surachman@ub.ac.id

The purpose of this study is to discuss the performance of SME supply chain as the development of operational management and supply chain influenced the integration of supply chain and information technology in Malang. Analysis method using Structural Equation Model (SEM) through Analysis of Moment Structures (AMOS) version 6. Respondent owner of UKM 113 years 2017.

The findings of this study prove that improved supply chain performance is significantly influenced by supply chain integration on the financial and physical flows. Information technology empirically supports the improvement of business efficiency due to the exchange of information more quickly and low cost.

The results explain the increase in profits, sales growth, market share expansion, and product innovation development affect supply chain performance.

The uniqueness of this paper that information technology has the opportunity to be used optimally in increasing demand.
"Language is culture specific". As I start with this axiom the onus of defining culture and language use becomes important.

I believe that there is a fundamental relationship between language and culture. As a researcher in the field of pragmatics I understand that language is all about communicating about the world the way we see it and make meaning of it.

This understanding of language sees a language not simply as a body of knowledge to be learnt but as a social practice in which to participate (Kramsch, 1994).

Cultural differences have also been noted in the ways in which language is used pragmatically. In our Indian culture, new skills are learned through nonverbal observation. In this paper I would be making distinction between cultures that encourage independent learning and those that encourage cooperative learning (McLeod, 1994).
Child Abuse As A Determinant Of Underage Gang Formation in Kwara State, Nigeria

Raji Abdullateef
Abdulbaqi Salihu Zakariyyah
Akor Sunday Joseph
Aadeshina Ibrahim Olawale
Raji Khalid Olatunji
Department of Sociology
Faculty of Social Sciences
University of Ilorin
Ilorin
Nigeria
Email: rajikhalid90@gmail.com
Email: salbaq@yahoo.com
Email: sundayjoeakor@yahoo.com
Email: olarwarley@gmail.com
Email: marajikhalid90@gmail.com

African societies have been plagued by the menace of child abuse and this abuse has manifested into various consequences; one of which is the gang formation by underage individuals. The study set out to understand how child abuse has resulted in gang formation and which economic class of the society is more susceptible to forming or joining gangs. The social control theory was used in explaining the phenomenon. It was discovered that child abuse leads to gang formation by underage individuals, poverty is also a major determinant of gang membership. This is why the study recommended that parents and guardians should try as much as possible to give their wards close supervision, provide for the child’s needs and talk to the child about gangs, drug abuse as well as other delinquent acts. The government is also advised to provide jobs in order to reduce the rate of unemployment.
Juxtaposition of Product and Process Approaches for Teaching Writing Skills in Tertiary Institution in ESL Classroom

Alabere Rabiat Ajoke
University Utara Malaysia
Malaysia
College of Arabic and Islamic Legal Studies
Nigeria
Email: jimohrabiat@gmail.com

This study intends to find out the differences in the effects of product approach and process approach for teaching writing skill in tertiary institutions. It is evidence that in the process of mastering English as a second language, learners and teachers encounter many difficulties which leads to increasing emphasis in improving and modeling new strategies to enhance students’ English Language Learning proficiency and writing competence. This study, therefore, tries to compare traditional method (product approach) with process approach with the view to find out how effective it will be when compared with the former. Therefore, 80 participants were used in the study; they were grouped into two of 40 students each and taught separately using each of the approaches to teaching essay writing. And then compare the two to see which one is the best applicable to the current situation in the educational system in the teaching and learning writing in second language classroom where students are expected to possess adequate skills that will make them cope with any learning condition and develop them for academic writing. The findings of the quasi-experimental study show that process approach group out-performed the product approach group with the mean score of 35.36 to 19.78 respectively.

Deepshikha
Harvinder Singh
Deepshikha
School of Applied Management
Punjabi University
Patiala, State of Punjab
India
Email: Nishadgr93@gmail.com
Email: dr.sahilraj47@gmail.com

This paper examines the Nature of Human resource management practices and its impact on employee’s job satisfaction using data collected from post offices in India. The study aims to analyze the effect of training and development on employee job satisfaction; to examine the influence of working conditions on employee job satisfaction and to determine the impact of human resource factors on employee job satisfaction. Data was collected from the 80 employees of post offices with the help of questionnaire method. The survey was conducted in order to evaluate and compare the existing human resource management activities of employees’ recruitment, selection, job analysis, Compensation, leave, promotion scheme, training and development programmes of Post offices. From the analysis it was found that employees were less satisfied with the promotion schemes, compensation and leave provisions. Overall employees are doing good work but they are not motivated towards organizational goals. In present scenario Indian post offices should adopt new strategies to motivate and equip their staff, so as to confirm their loyalty and be source of competitive advantage. In conclusion I would like to say that Indian post offices should develop good HRM Practice and must encourage employee participation. In order to make employees satisfied and committed to their jobs there is need for strong and effective motivation at the various levels and departments of the organization.
Trust as a Determinant of E-banking Adoption --- A Review

Liaqat Ali
School of Management Studies
Punjabi University
Patiala, State of Punjab
India
Email: draliliaqat@gmail.com

Simran Jit Kaur
School of Management Studies
Punjabi University
Patiala, State of Punjab
India
Email: sjobawa@gmail.com

Since last few years electronic banking (e-banking) has been emerged as an enabler to provide banking services to various consumer segments homogeneously. The adoption rate of e-banking services varies across the globe. Specifically, banks in developing countries are struggling to convince customers to adopt digital banking channels to satisfy the banking needs. However, owing to lack of trust the customers hesitate to use digital banking channels and prefer branch banking despite of being aware of benefits of e-banking. The present paper provides a systematic review of empirical literature on the impact of trust on consumer adoption of e-banking. The study provides a detailed review of associated factors which hinders the adoption of e-banking. The paper contributes a conceptual framework depicting the recent literature which helps to enlist the external variables affecting the trust of consumer on e-banking.

An extensive exploratory research was carried out to outline the factors affecting trust of consumers on e-banking. The databases such as JSTOR, Emerald, and Google Scholar were explored to collect the research papers from 2006 onwards to 2018.

The paper highlights that trust is strongly associated with adoption of e-banking services. Perceived risk negatively affects the consumers’ intention to use and adopt modern banking channels. The study demonstrates a conceptual framework and traces out that perceived trust is positively associated with online banking users’ satisfaction.

The findings of the study suggest that banks should put extra efforts to build and strengthen trust of consumers in e-banking channels as the future commitment of consumers relies upon perceived trust. The paper helps the policy makers to understand that banks can enhance their market share significantly and reduce their operating costs by incorporating the trust of consumers in e-banking.
Factors Affecting Well-Being, Job Satisfaction And Burnout Among Medical Officers Of The Indian Army: A Review Of Literature

Shavina Goyal
Neetu Chaudhary
School of Management Studies
Punjabi University
Patiala, State of Punjab
India
Email: mbashavina@yahoo.co.in
Email: neetuchaudhary907@gmail.com

At present the Indian army is facing a problem of critical shortage of medical officers. Job-related factors, organization-related factors as well as lucrative offers from outside the army are the prime reasons that forcing the medical officers to leave service prematurely. The shortage of officers affects the well-being, work behaviour, job satisfaction and burnout of medical officers in the military hospitals and therefore it is a matter of great concern for the army personnel and their families who serve for the defense of the country. High turnover and shortage of medical staff is a matter of great concern because of its effects on effectiveness or efficiency of health care delivery system. This paper attempts to reviews the past literature that identifies variables impacting well-being, job satisfaction and factors causing attrition among medical officers in health-care settings.
Customer Satisfaction towards M-Commerce: Identification of Key Attributes in Comparison with E-Commerce

Arshan Bhullar
Pushpinder Singh Gill
School of Management Studies
Punjabi University
Patiala, State of Punjab
India
Email: arshanbhullar@gmail.com
Email: pushpindergill63@gmail.com

In India, e-commerce has seen tremendous growth and with the advancements in wireless technologies, a new business model has emerged called mobile commerce. With the increased use of the internet and growing penetration of wireless devices, the world has witnessed a shift from wired internet to wireless internet. So, for a company who wants to expand its business from wired internet base to mobile internet base to reach a larger segment of customers, needs to know the distinguishing attributes of m-commerce from e-commerce with respect to customer satisfaction to get a comprehensive understanding of both the business models. An empirical study was conducted among 288 internet users of Northern India to identify the significant attributes of e-commerce and m-commerce. Further, Decision Tree analysis was applied to identify the key attributes of m-commerce, which distinguishes it from e-commerce. The results showed that m-commerce is partially similar to e-commerce with respect to factors like transaction process and price which results in customer satisfaction. The unique attributes of mobile commerce identified were mobility, mobile portal reliability, instant connectivity and user interface, which distinguishes it from e-commerce. The findings of this research show strong empirical base for all marketers and strategists who are considering to take full advantage of the strength of m-commerce in the future.
The pervasive ideology of neoliberalism is perennial to formal institutions all across the globe. Neo-liberalization as an intense wave has powerfully impacted the different sectors along the market lines, with educational sector being no exception. A complex of neo-liberalization, private school choice, right to education, commitment towards equality and justice characterizes the Indian educational landscape. The Indian experience since 1990’s outlines the historical trajectory. The redefinition of formal private institutions such as schools and universities adopting competition and profit-making as the guiding principles raises crucial questions surrounding the fundamental nature of education, its access, and experience. The deeply embedded belief in private schooling as the solution to the problems of achieving universal, quality elementary education in India encouraged the policymakers to make education a “level-playing field” for children coming from diverse social backgrounds. However, quite unabashedly, business with profit-making as the prime motive for private institutions entered the Indian educational scene, where with the support of state, commodification of educational services has become possible. The mushrooming of private institutions in many significant ways mirrors the state’s abdication of its responsibility to achieve universalization of elementary education even after decades of policy level reforms (Sleeter, 2012). As a result, private schooling has increasingly emerged as an industry or an enterprise where market logic directs the school system. This has some unobvious ramifications for the ways in which knowledge base of education gets impoverished and thus meaningless.

This paper retrospectively discusses the first steps taken in Indian educational sector in the neoliberal direction and its present facets and implications at the grassroots. The large leap that private education sector has taken in the past decades becomes evident from the figures shared in the reports published by Government of India. This paper holistically outlines the Indian educational experience since 1990, which is seen as a major landmark-decade in the history of Indian education. The most vivid expressions of changed relationship between the business elites and the Indian government were the Structural Adjustment Programs of the 1990’s. With neoliberalism as a basis for reflection, the article further goes on to indicate some of the emerging impacts of rampant private education vis a vis Right to Education Act, 2009 keeping in view the commitments to the principles of educational equality and social justice struggling for its institutional presence.
Customer Satisfaction In Relation To Complaint Handling And Service Recovery In E-Commerce

Parveen Kumari
School of Management Studies
Punjabi University
Patiala, State of Punjab
India
Email: parveenkumarim.phil@gmail.com

Satinder Kumar
School of Management Studies
Punjabi University
Patiala, State of Punjab
India
Email: Kumarsatinder1981@gmail.com

Sarbjeet Kaur
School of Management Studies
Punjabi University
Patiala, State of Punjab
India
Email: Sarbjosan91@gmail.com

The purpose of study is to analyze the factors affecting the customer satisfaction with respect to complaint handling and service recovery in E-commerce. In this study respondents has been selected who has experience of six months in e-commerce or had registered a complaint regarding e-commerce service. Data was collected through structured questionnaire from the 235 respondents of North India by using snowball sampling technique. Final Sample size of 211 respondents was considered for data analysis and result purpose as accurate response was 82%. The result indicates that the complaint handling procedure, complaint solution policy, compensation policy and guarantee of quality of service are most important factors of customer satisfaction. In addition to that it has been also observed that response time after filling the complaints and website FAQ system are plays supporting role in complaint handling and service recovery.
EI Performance and the Public Sector

Maya Shayya
Bassem Maamari
Department of Management
Adnan Kassar School of Business
Lebanese American University
Beirut
Lebanon
Email: bassem.maamari@lau.edu.lb

Low performance affects organizational productivity and economic development. It acts as a barrier for achieving the missions of organizations. Some explanation for poor performance in the public sector suggest mechanistic reasons related to low salary structure, and overlapping and complicated procedures and functions (Kisirwani & Parle, 1987). Moreover, poor performance relates to motivation, leadership and organizational culture (Hartnell, Ou & Kinicki, 2011). A growing literature highlights the impact of emotional intelligence (EI) on performance (Patra, 2011). Few studies in Lebanon have tackled the impact of EI on performance in the Lebanese public sector. This paper examines the relation between EI and performance as moderated by leadership traits.
Digital Marketing Capabilities: How Firms Can Maintain Competitive Advantage and Deliver Customer Value in Digital Era

Narendra Bosukonda
Indian School of Business
Hyderabad
India
Email: krisnaren2010@gmail.com

In this conceptual paper I postulate how firms can develop competitive advantage and thereby deliver customer value. Drawing from the tenants of Resource Based View (RBV) and the foundations of dynamic capabilities I define firm capabilities called as “Digital Marketing Capabilities”. The paper begins with an introduction to resource based view and dynamic capabilities. I then discuss about the opportunities and challenges firms face in the digital era. I introduce the concept of customer experience and describe the various components of measuring customer experience. I then define digital marketing capabilities, list out the various types of digital marketing capabilities and define the scope of each capability. Then I elaborate how firms with these digital marketing capabilities can take advantage of the opportunities and face the challenges in the digital era. I then discuss how individual digital marketing capabilities effect the various components of customer experience. I conclude the paper by providing future direction for empirical work that can validate the various hypothesis I have postulated in this paper.
Content Analysis of Online Hotel Reviews

Tanveer Kajla  
Sahil Raj  
Shivinder Kaur  
School of Management Studies  
Punjabi University  
Patiala, State of Punjab  
India  
Email: dr.sahilraj47@gmail.com

The evolution of web 2.0 from web 1.0 led to the participatory platform which allows people to share information themselves (Fotis, Buhalis, & Rossides, 2012). This content sharing platform gave rise to social media and particularly social networking sites, blogs and micro blogs (Marine & Clavé, 2016). The content shared on social media by the users is known as User Generated content (Lu & Stepchenkova, 2015). With the increase in Internet coverage through smartphones and other electronic devices, internet is touching almost every social person on this planet (Xiang, Wang, O’Leary, & Fesenmaier, 2015). The content sharing became a habit for every internet user whether they are social networking sites like Facebook, Twitter or various blogs related to different issues or topics (Leung, Law, van Hoof, & Buhalis, 2013). The content sharing became an important aspect in tourism and travel sector. Searching travel related data is becoming one of the important activities for travellers while planning their trips or for sharing their travel experiences (Cox, Burgess, Sellitto, & Buultjens, 2009).

Accessibility of Internet by travellers led to various travel blogs where travellers share information by reviewing the place or by sharing some important insights about the place (Leung et al., 2013). Travellers visiting the tourism places leave active digital footprints on web by sharing the locational data in text, photos and videos (Girardin, Calabrese, Fiore, Ratti, & Blat, 2008). In the era of “user democracy” travellers are in control of the content instead of the marketer who were dictating in the past for presenting the information (O’Connor, 2010). Such a changing behaviour of User generated content on social media led to the dominance of tourism blogs in selecting or visiting a tourist destination (Miguéns, Baggio, & Costa, 2008). Consumer generated content and TripAdvisor are widespread and they are used by tourism authorities and hotels for reviewing their services and destination marketing (Gretzel & Yoo, 2008). The growing popularity of blogs and social networking sites typically signifies the opportunities in this area for researchers.

This research focuses on travellers’ reviews on tourism places and hotels, focusing particularly on ‘Tripadvisor.com’. It is the largest travel blog where people put reviews on hotels and tourist places (Lee, Law, & Murphy, 2011). ‘Golden Temple’ and hotels in city of Amritsar were chosen for this research (“Punjab Tourism - AMRITSAR,” n.d.). Golden Temple is the famous pilgrimage place which is in Amritsar (“Punjab Tourism - GOLDEN TEMPLE,” n.d.). Amritsar city belongs to Punjab state in India and it is of geographical significance as it lies on the India
Pakistan border. The UGC used in this research is in the form of reviews posted by travelers on Golden Temple and on hotels of Amritsar.

The aim of this paper is to find the different cases of satisfaction and dissatisfaction among the travelers using sentiment analysis approach to check the transmitted image of the tourist destination by the travellers. The paper proposes a method of collecting the User Generated Content from websites. To achieve this objective blog mining technique is used for mining the relevant content.
A Proposed Model to Measure Automobile Luxuriousness in a Emerging Country Setting

Sumith S. De Silva
Graduate School of Management
Management and Science University
Shah Alam, Selangor
Malaysia
Email: sumith.mgt@gmail.com

Zafar U. Ahmed
Department of Marketing
School of Business
American University of Ras Al Khaimah
Ras Al Khaimah
United Arab Emirates
Email: zafar.ahmed@gmail.com

Ali Khatibi
Graduate School of Management
Management and Science University
Shah Alam, Selangor
Malaysia
Email: alik@msu.edu.my

Using luxury brands is perceived by consumers across the world as a symbol of higher social status and conspicuous consumption. Consumer behavior is significantly affected by the consumers’ attitudes towards global luxurious brands. Scholars have examined consumers’ behavior towards luxuriousness across different kinds of products from clothing to jewelry, from wines to perfumes and from restaurants to hotels. However, dearth of scholarly research has been observed across emerging countries about consumers’ behavior towards automobiles’ luxuriousness. Scholars have determined that brand consciousness, self-identity, experiential value, consumption value, individual differences, social influence, consumption type and brand love influence consumers’ attitudes towards luxury; thereby influencing consumers’ purchase intentions. However, these dimensions have not been explored from the consumer behavior standpoint of an emerging country like Sri Lanka.

Emerging rich segment of Sri Lankan society has created an opportunity for the global luxury automobile marketers to capture value by understanding the consumer behavior of these super rich and aspirants (who are planning to buy luxury cars in the foreseeable future). The conspicuous living standards demonstrated by owning a luxury car such as Bentley, Porsche, Mercedes Benz, BMM, and Ranger Rover have been influenced by globalization, privatization of public sector firms and open market economy. Exploring both empirical and theoretical evidences, this study is pursued to identify the consumer behavior of Sri Lankan consumers;
where luxury is being re-defined by the new wealth generated by business elites through globalization, liberalization and transition to free market economy.
Relationship Of Demographic Variables With Brand Loyalty –An Empirical Study In Athletic Footwear Industry

Shivani Malhan  
School of Business  
Punjab Technical University  
Jalandhar  
State of Punjab  
India  
Email: shivanimalhan1201@gmail.com

Parul Khanna  
Rayat Bahra Institute of Management  
Sahauran, Greater Mohali  
State of Punjab  
India

Bimal Anjum  
DAV College  
Chandigarh  
State of Punjab  
India

Shivani Malhan  
DAV University  
Sarmastpur, Jalandhar, Pathankot  
State of Punjab  
India

Brand Loyalty helps the companies to gain profitability by retaining its loyal customers over a period of time. According to The American Marketing Association brand loyalty is defined as “the situation in which a consumer generally buys the same manufacturer-originated product or service repeatedly over time rather than buying from multiple suppliers within the category” or “the degree to which a consumer consistently purchases the same brand within a product class”. Brand Loyalty is measured as the faithfulness of a customer towards a particular brand which helps in repurchase of the same brand in the future. Companies should remain close to the customer and try to understand the customers problems and queries. After understanding the queries the companies should devise strategies in order to increase the brand loyalty.
Effect of Earning Smoothness on IT Industry: A Case Study of India

Gurcharan Singh
Shikhil Munjal
School of Management Studies
Punjabi University
Patiala, State of Punjab
India
Email: munjal.nancy@gmail.com

India is one of the emerging markets. It presents an interesting case where institutional and accounting structures justifies the need for empirical investigation. The term ‘Earning Quality’ was first used in 1934. Earning quality can be measured by different indicators. This study is using earning smoothness as an indicator of earning quality to measure the performance of IT companies listed on the National Stock Exchange of India. For companies’ operational performance, return on assets (ROA) and for market performance, Tobin’s Q is calculated considering both terms as dependent variables and earning smoothness as an independent variable. The time period of the study is 2013 to 2017 and sample used for the study is IT companies listed on NSE 500 Index. For smoothness, data of ten consecutive years are taken as per the requirement of calculating smoothness for study.
Social Media Analytics in Epidemiology: Predicting Disease Carriers and Patterns of a Spread Through Social-Media-Communication

Sahil Raj
Kumar Saurabh
Vikas Singla
School of Management Studies
Punjabi University
Patiala, State of Punjab
India
Email: dr.sahilraj47@gmail.com

The research paper aims to establish the role of social media interactions to identify major disease carriers during an epidemic outbreak using predictive modelling based on big data analytics and to identify possible patterns such as most affected geographical regions of the spread as well. Based on the potential keywords the data about the mosquito-borne-diseases will be collected from Twitter post data, Facebook text and data available in public domain through data initiative of GOI (Data.Gov.in). The findings of proposed study will reveal that human behavior, social communications and pandemics are closely related and evolve as epidemic spreads. Further, the better planning for control and delivery of healthcare for response strategies for such outbreaks must take these complicated social interactions and their various platforms into consideration.

The data collected will be prepared for analysis using appropriate classification, clustering, machine learning techniques (such as feature extraction) to ascertain the top carriers that could be the main cause of a spread. By repeating this experiment for the series of iterations for different settings and methods, accuracy and efficiency of a best model will be assured.

The data about the mosquito-borne-diseases will be collected from Twitter post data and Facebook text. The data will also be collected from the Ministry of Health and Family Welfare, Ministry of HRD, Home Ministry’s published reports, data available in public domain through data initiative of GOI (Data.Gov.in) and National Institute of Epidemiology.

The data collection will be done since January 2016 specific to Indian geography (PAN India). A large set of tools on Hadoop Platform and components of the Hadoop Extended Ecosystem such as HBase, Pig, Hive, NiFi, R and Shiny to name a few and clustering algorithms will also be used.
Efficiency In Higher Education: A Contextual Framework And Relevant Issues Based On Review Of Literature

Gurucharan Singh
Sarbjeet Kaur
Parveen kumari
School of Management Studies
Punjabi University
Patiala, State of Punjab
India
Email: guru64@gmail.com
Email: sarbjosan91@gmail.com
Email: parveenkumarim.phil@gmail.com

This research paper provides a broad overview of the literature on the efficiency of Higher Education. Paper gives a classification scheme, identifies the gaps in existing literature and proposes the direction for future research. Paper summarizes and reviews the earlier applied inputs, outputs and related variables as well as used data sources of papers in the field of efficiency in Higher Education. Furthermore, it reviews the papers on universities and higher education that applies various methodologies as Multiactivity DEA, Malmquist index, Bootstrapping, Metafrontier, Robust Frontier and Stochastic Frontier Analysis. The studies conducted in developed countries have been found to be supporting efficiencies in higher education. However, Study found that there is a dearth of studies relating to efficiency of higher education in developing countries. Paper presents a comprehensive literature review and critical analysis of efficiency in higher education and its relevant issues. It may be a very useful source of information to researchers and academicians who wish to understand the importance of efficiency in higher education organizations and carry out further research. It also gives the information regarding important key indicators of input and output to researchers. The paper concludes with some realistic directions for potential researchers in the field of higher education
Peer Based Strategies And Organizational Legitimacy: A Case Of Women’s Promotion In The Public Sector

Mary P. Anthony
Department of Management
School of Business
Sunway University
Malaysia
Email: marya@sunway.edu.my

Plethora of studies confirm the slow progress of women in key leadership roles. Threading different applications of institutional and legitimacy theories of a public sector, our study focuses on police as a gendered organization. This paper reflects on the progress of policewomen on their promotion experiences, observations, attitudes and strategies. It determines a particular focus on peer support throughout promotion pursuit, a strategic approach to reach the top level and the legitimizations and support of the institutional character of the organization. The study undertakes a phenomenological approach through semi structured interviews conducted with twenty American policewomen in middle management positions. Results of the qualitative study finds that despite the American workforce subsequent growth of women into leadership roles, the number of women in senior positions remains low. A key finding shows that policewomen maneuvers through the barriers and opportunities in an upward mobility powered by peer engagement thus creating a new meaning to leader identity.
Reception Of People About Today’s E-Commerce And Their Satisfaction Level By Its Use

Bhawin Chawla  
School of Management Studies  
Punjabi University  
Patiala, State of Punjab  
India  
Email: chawlabhawin@gmail.com

Harpreet Singh  
School of Management Studies  
Punjabi University  
Patiala, State of Punjab  
India

Inderjeet Singh  
School of Management Studies  
Punjabi University  
Patiala, State of Punjab  
India

The present paper is about the social media analytics. It is a new tool to analyze the behavior of the users who use social networking sites and other social sites like blogs, forums etc. Every organization uses this tool to analyze their customers. Even the government agencies are using these analytical tools to get the feedback of their newly launched missions and their policies. In this paper the sentiment analysis of people perception about E-Commerce is done with the help of tweets extracted from twitter. Tweets regarding E-Commerce are extracted with the help of an open source software R-studio. The word cloud of the popular and the most used words is also formed in the R-studio software. With the overall analysis, it was found that what people think about when the word E-commerce comes in their mind and how their sentiments are attached with the service and latest technologies which are being used in E-Commerce these days.
Teacher self-efficacy is an important predictor in teacher’s professional career for inquiry based instruction. This study investigated the factors (gender, educational level and teaching experience) associated with science teachers’ self-efficacy in student engagement, classroom management and instructional practices in teaching scientific inquiry. A questionnaire was used for data collection from 47 practicing teachers in state schools in 2018. A General Linear Model (GLM) Univariate analysis using SPSS 21.00 programme was used for data analysis. Fact findings revealed that mean perceived self-efficacy in inquiry based instruction was considerably high irrespective of gender, education level, and teaching experience. Neither teacher self-efficacy in student engagement nor classroom management did not show statistically significant difference according to gender, education level and teaching experience. However, results concluded that teaching experience was a significant predictor of self-efficacy in instructional practices of inquiry based instruction.
The Role of Private Universities in Building Knowledge Society: A Case Study of Private Universities in United Arab Emirates.

Maysoon Alkaisi  
MENA College of Management  
Dubai  
United Arab Emirates  
Email: iyandaismail@yahoo.com

This study examines the role of private universities in building knowledge society in UAE using quantitative approach. Data, we distributed 30 questionnaires to three selected private universities; university of modern science, emirates college of technology and sciences in Abu Dhabi and Sharjah Institute for Heritage. We found that the association between creating knowledge, storing knowledge, capturing knowledge, faculty resources and infrastructure and knowledge sharing are positively strengthened sustainability of higher education to build knowledge community in UAE. The creating knowledge, storing knowledge, capturing knowledge, faculty resources and infrastructure and knowledge sharing are significant variables in explaining building knowledge community in UAE due to their positive interconnectivity.

We suggest that education sector managers should extend the quality enhancement scope to student satisfaction because satisfaction of student is highly essential in sustaining private universities to compete within and outside the system since part of the objectives of knowledge economy is to provide a quality educational services that will arrest the attention of students residing in UAE and abroad. HEIs should improve overall service for a long-term revenue generation. To meet the international standards of education, special attention is required to upgrade infrastructure and other allied facilities, as well as to improve the communication skills of the students, to establish efficient quality enhancement cells and job placement cells, and to arrange industrial visits and study tours to enhance practical skills of the students.
The purpose of this paper is to propose the model of public relation in the Indonesia National Police through the product of Panic Button On Hand (PBOH). PBOH application is a downloadable application on the play store and aims to assist the police in reducing crime rates. PBOH provides services to people who need police assistance just by pressing the Help button and police help will come within minutes. The proposed model used the five-blended dimension of public relations that contains, namely, thematic information, persuasive information, relationship information, discursive information, and interactive information. The paper established several propositions in relation to measure the conceptual model of public relations by capturing the characteristics of the national police services to the public through PBOH. This paper is the only study that is done in the Indonesian National Police that measures the dimension and indicator that shaped trusted public relations information. This paper also signifies an additional phase in improving public relations concepts for developing a stronger relation with the public.
Analyzing the Influence of Masculinity and Professional Culture on the Employee Performance with Motivation as an Intervening Variable

Suharnomo
Panjalu Satrio Wicaksono Indarto
Faculty of Economics and Business
Diponegoro University
Semarang
Indonesia
Email: suharnomo@live.undip.ac.id
Email: panjalusatrio@gmail.com

Cultural values have an important role in determining the mindset and behavior patterns of individuals. Cultural factors also distinguish management practices between one place and another into a particular concern, whereas management, especially human-resource management, is not universal. This study aims to analyze the influence between masculine culture and professional culture on employee performance through work motivation as intervening variable, in two ‘ASEAN ’ countries (Indonesia-Malaysia) which have a lot of similarity. This research was conducted by distributing questionnaires to 161 employees from Indonesia, and 103 employees from Malaysia. The purposive sampling techniques are used. The data testing in this research using Partial Least Square analysis tool in testing the path coefficient, and direct and indirect influence of endogenous variable to exogenous. The result in both countries, shows that masculine culture and organizational culture (professional) have a positive and significant influence on work motivation. Work motivation also has a positive and significant effect on employee performance. Meanwhile, the indirect influence of masculine culture and organizational culture (professional) on performance through work motivation also had a significant positive effect. Work motivation can mediate the relationship between masculine culture and organizational culture (professional) on employee performance both in Indonesia and Malaysia. The results of the study showed that there were differences in what motivated most employees, but in the relationship of masculine culture and organizational culture to the performance was not found significant difference.
Is the Excessive Reliance on Board Monitoring Justified in the Corporate Governance Framework?

Monika Singla
Shveta Singh
Sushil
Department of Management Studies
Indian Institute of Technology
Delhi
India
Email: monikasingla612@gmail.com
Email: shvetasingh6@gmail.com
Email: profsushil@gmail.com

This paper attempts to extend the concept of “bundle of governance mechanisms” and analyzes the dynamics of various governance mechanisms in relation to each other. Further, this paper seeks to answer if it is justified to exercise a huge reliance on board monitoring alone while designing or analyzing the governance structure of a firm. This paper uses the Total Interpretive Structural Modeling (TISM) approach, which is a novel qualitative data analysis technique, to analyze the various hierarchical relationships based on the relative driving power and dependence of various monitoring mechanisms. The conceptual framework presents the mediation and moderation effects of various governance mechanisms. Board monitoring has the driving power to strengthen other governance mechanisms like auditor’s quality and foreign institutional investment. However, the relationship between board monitoring and firm performance is moderated by other governance mechanisms like product market competition and ownership concentration. The findings suggest that a huge reliance on board monitoring is justified to an extent as it has the driving power to strengthen other governance mechanisms. However, board monitoring alone should not be considered as a benchmark to assess the quality of the governance structure of a firm as the influence of board monitoring as governance mechanisms is be moderated by other governance mechanisms like ownership concentration and product market competition. The findings also highlight the importance of addressing the possible issues of endogeneity (induced by the omitted variable bias) in corporate governance research. The conceptual framework suggests that an optimal governance structure for a firm is contingent on various factors which vary across various firms, industries and countries. Hence, the one-size-fits-all approach does not augur well in the context of corporate governance framework. The lack of consideration of these factors can impede efficacy of various policies framed to strengthen the governance structure of firms in a country.
An Overview of Online Education in India

Sukritee Goswami
Deepak Kumar
Department of Management Studies
IIT Delhi
Hauz Khas
New Delhi
India
Email: sukgos09@gmail.com
Email: Deepak812@gmail.com

Learning is a process where a student’s desire, accessibility, teacher’s availability, learning material, course credentials, employability and many other factors are not only involved but inter connected. The increasing focus of government and private sector to provide quality education accessible to all has led to changing the traditional rules of the game. Increasing penetration of internet and smart phones has brought different opportunities to learn via the Internet as medium of exchange. Online education helps students get entrance to a world-class learning experience when traditional higher education is not possible due to financial or personal or location constraints. Online education is the next big thing for Indian market both in terms of demand of online education and supply of online content. India is poised to be the second largest market after US. With more than 370 million internet users and hundreds of local as well as global business tycoons willing to invest in the future of education, online education in India has picked up pace. While the Primary and secondary education has the maximum number of addressable audience, the market as of now is most focused in reskilling/upskilling certifications for the working population. The future though uncharted as of now may see the market moving towards designing customized courses for the users instead of standard offering, better collaboration between universities and industry bodies and assistance to make it more approachable and interesting (offline sessions, live training, assistance for live projects). In this research paper, we will be discussing about the current state of Online learning, understand the classification, the revenue model and the upcoming future trends for Indian Market.
Testing the Weak Form of Efficiency of the Stock Markets in Gulf Cooperation Council Countries (GCCC)

Mohammed Naim Chaker
Ariba Sabah
College of Business Administration
Ajman University
Ajman
UAE
Email: m.chaker@ajman.ac.ae
Email: aribaazmi@gmail.com

This study tests the weak form of efficiency market in GCCC markets. The data for the research was secondary source with sample from 1/1/2013 to 30/12/2017 on daily basis. The test employed descriptive statistic, unit root test, run test and variance ratio to test the weak form of efficiency in the markets. The results suggest that none of the 5 major stock markets (Dubai Financial Market, Saudi Stock Exchange, Muscat Securities Market, Bahrain Stock Exchange, and Kuwait Stock Market) being studied follow random walk and null hypothesis is being rejected in all the cases.
The Effect of Mobile Banking Programs on Banking Productivity and Quality in the United Arab Emirates

Mohammad Naim Chaker
College of Business Administration
Ajman University
Ajman
UAE
Email: m.chaker@ajman.ac.ae

Mounir M El Khatib
School of Business & Quality Management
Hamadan Bin Mohammad Smart University
Dubai
UAE
Email: M.Elkhatib@hbmsu.ac.ae

Mobile banking applications have improved the working environment for employees and customers through enabling access to information when needed and the ease of approving transactions digitally. This paper discusses the effect of mobile banking on productivity and quality. It has a literature review and research findings from analyzing responses that supported research hypotheses. It also includes other aspects such as the challenges that banks are facing because of the implementation of mobile banking services. Finally, the paper concludes with recommendations to enhance the provided services and improve customer satisfaction.
Readers’ willingness to pay for e-newspapers in India- a study on how newspapers sustain their business model in digitalised era

Sanjay Kumar  
School of Management  
Presidency University  
Bengaluru  
Karnataka  
Email: sanjaykumar@presidencyuniversity.in

V.V.Subrahmanya Sharma  
University College of Commerce & Business Management  
Kakatiya University  
Warangal  
Telangana State  
Email: drsarveni@gmail.com

Indian newspaper industry is showing a positive growth where as in Britain and America newspaper sales and advertising revenues are shrinking. With more than 82,000 newspapers in India, between 2010 to 2014 print publication advertising revenue rose by 40%. According to Enders Analysis from 2014 to 2018 revenues for print advertising in Britain will fall more than a third from 993 million pounds to 625 million pounds where as in India the corporate advertising revenue account for 43% and the figure in America is less than 15%. Most of the growth in Indian newspapers is driver by vernacular dailies. Newspaper sales and advertising revenue are the two sources of revenue for daily newspapers. Due to penetration of electronic media especially television and mobile internet the average time spent on reading newspapers is coming down. People above 40 years are preferring to read daily newspapers over digital media. Unlike western countries Indians are not interested in subscribing e-paper (replica of print edition) compared subscribing for entertainment media.

The main objective of this study is to find the willingness to pay for any e-paper in India. Except one newspaper all the e-papers in India are free to access. 1208 were sampled through qualtrics to understand the reading habits and willingness to pay for e-paper in India. A comparative study has been attempted to understand the readers’ relationship of willingness to pay for e-paper to gender, age and other reading habits of the newspaper. Business model is proposed how newspapers in India can retain their print edition subscription along with engaging them through e-paper which is digital platform of their newspapers.

Key words: Newspapers, advertising revenue, willingness to pay, e-paper, business model, subscription.
Many prior studies have explored most impacts of foreign direct investment (FDI) on host country businesses regarding to technology spillovers, international trade, and economic growth. However, a little studies have investigated technology transfer in some specific industries of the host country. The paper aims to tackle this issue by exploiting the firm-level panel data obtained from General Statistics Office of Vietnam to examine the magnitude of technology spillovers from FDI in electronic and mechanic industries during nine years period from 2007 to 2015. The findings illustrated that the backward spillover was positive and significant effect, while there was no evidence for horizontal linkage. The pattern of technology transfer was different from previous studies, in which firms with lower cost of wage and training activities had received the larger beneficial spillover compared to the higher ones in terms of backward linkages. Vertical spillovers for wholly foreign-owned firms were the most positive and significant impact, while no vertical connection was found for joint stock firms. Furthermore, the forward spillover occurred in state-owned enterprises. Finally, private firms are more likely to receive no beneficial technology transfers from the presence of FDI. This finding implied that a wide technology gap would hinder benefits from FDI spillovers.
The biopharma sector in India is in the sunrise phase and has the ultimate objective of narrowing the bio-economic divide. This study analyses the use of patents as a strategy for an Indian entrepreneurial organization, a biopharma major - Biocon. At the onset, it analyses the certain core competency and the role of patents in its entrepreneurial journey. It further elaborates upon how the company uses its patent to obtain sustained competitive advantage. The case further goes on to discuss the strategic moves as adopted by the company which effectively help it generate Intellectual Property (IP) wealth from its R&D activities and which have helped it to move up the drug discovery and development value chain. In the next step, the study elaborates the example of Insulin, where the company has carved its niche and the role played by patents herein. Finally, the study analyses the framework for patent portfolio for the company from the publicly available patent data. This elaborates on aspects on how patents are used. These further details the present IP profile of the company.
Total Interpretive Structural Modelling (TISM) of Enablers of a Value-Based Healthcare Organization

Pooja Dua
Department of Management Studies
Indian Institute of Technology Delhi
New Delhi
India
Email: poojadua90@gmail.com

Payers and providers are moving towards a closer alignment due to the continuous pressure of reducing the healthcare costs, improving the quality and implementing value-based payments. For enhancing care delivery, controlling the cost of care and working together to improve the health of the various population segments, population health management is a very important strategy and value-based care will drive those strategies. At present, the healthcare organizations are using the traditional model “fee-for-service” that needs to be replaced by “value-based care” for delivering a high quality coordinated care to the patient, thus improving his/her overall health. This shift will pose great challenges to the providers, but certain initiatives can be taken up for helping the providers to incorporate these shifts in their operational and financial areas. The technologies like data analytics and automation can be adopted for better tracking of population healthcare outcomes which will ultimately help in delivering better quality healthcare to the patients. Many organization are moving towards the path of value-based healthcare and reimbursement, but not many have been successful. In fact, this is one of the biggest challenges which the healthcare executives are facing. Thus, there exists a need of developing a model detailing the most important factors responsible for implementing a value-based healthcare organization. The proposed framework will be explaining the roles which the various enablers play in implementing the valuebased healthcare. In addition to that, interlinkages among these enablers will also be reflected in the model to understand the impact of one enabler on another. The proposed model will consider the following enablers for implementing value-based healthcare – Patient engagement; health informatics; benchmarking, research and decision tools; adaptation to degrees of integration to the circumstance; organizational and clinical governance; new contractual arrangements; information transparency; public policy; value-based payments and innovations in organizing care delivery. All the enablers, if aligned can accelerate the implementation of a value-based framework in a healthcare organization. And information technology can behave as a catalyst in this because a robust IT infrastructure will be able to provide the required analytics capability to the healthcare organization for collecting data and analyzing the same and thus helping the leaders in proper governance. It will also help in the development of new contractual arrangements which will assure a more patient and outcome-centric approach by rewarding the right action and penalizing the wrong action of the providers. Public policy is equally important since it will be impacting all other enablers like mandating the collection of data, balancing the trade-off between data sharing and privacy of the patient and enabling cooperation and coordination among the various parties involved in the process. Therefore, to identify and support the sickest population, minimize or prevent the disease progression and to promote a culture of wellness, the shift to value-based payments is extremely important and the various enablers will work together towards that shift.
The purpose of the study is to measure the business development and progress of women empowerment through the performance of dairy cooperatives in rural Kerala. Using random sampling techniques, structured interviews were conducted with women involved in three different dairy cooperatives. The study shows that the diary cooperatives have been instrumental in the business development and economic empowerment of women, which in turn improved the living standard of the rural people of the studied areas. The diary cooperatives of rural Kerala play an important role in the women empowerment of rural Kerala. The economic gains and other benefits provided by a dairy cooperative contribute towards greater empowerment of rural women, measured across five different dimensions of women empowerment.

The outcome of the study may not be generalized as the study heavily depended on the sample opinion as well as the secondary data collection from the published report of diary cooperatives. The research findings could enable the management of diary cooperatives to improve gender policies, taking into account the importance of women empowerment in the broader framework of development objectives. Even though the state has successful worker cooperatives across business sectors, there do not exist exclusive studies which establish the link between women empowerment and rural women worker cooperatives.
Antecedents of Performance of International Joint Ventures: A Meta-Analysis Review

Ishita Batra
Indian Institute of Technology (IIT),
Delhi
India
Email: ishita.iitdelhi@gmail.com

Megha Gupta
Hansraj College University of Delhi
Delhi
India
Email: guptamegha381@gmail.com

Sanjay Dhir
Indian Institute of Technology (IIT)
Delhi
India
Email: sanjaydhir.iitd@gmail.com

Purpose – The purpose of this paper is to synthesize divergent views on the factors impacting the performance of IJVs.

Design/methodology/approach – This paper conducts meta-analysis on 61 papers identified from A* and A ranked journals by ABDC in strategic management area. Random effect meta-analysis technique is adopted.

Findings – While research on international joint ventures (IJVs) has intensified over the last few decades, numerous reviewers have criticized the field for lack of accumulation. We use meta-analytic technique to quantitatively synthesize and evaluate inter-partner dynamics in its ability to explain IJVs performance variance. The paper is based on meta-analyses 61 independent samples and a total of 19,025 IJVs. There are total 10 factors which are identified and out of which 3 have found to be heterogeneous.

Originality/value – By providing extensive review of 61 independent samples this study can provide the researchers to identify the factors with homogenous effect size across different studies and thereby are generalizable.
Impact of Mode of Entry Decision on Financing Strategy of Indian MNEs undertaking Outward Foreign Direct Investment

Sonal Thukral
Delhi Technological University
New Delhi
India
Email: sonalthukral@dtu.ac.in

Vanita Tripathi
University of Delhi
New Delhi
India
Email: vanitatripathi1@yahoo.co.in

With the sparse literature on the relationship of host country factors and the ownership of the foreign affiliates (joint venture or wholly-owned foreign affiliates), the present study adds to the literature by investigating the impact of shared ownership of parent firm with local partners on the financing strategy of parent firm in financing their outward direct investment in foreign affiliates. The results of random-effects panel regression reveal that controlled for parent firm’s ownership advantages, and the factors of the industry to which it belongs in home country, the propensity of providing parent debt to foreign affiliates reduces. This is attributed to the easy availability of external loans by dispelling the uncertainties posed by external environment with the help of knowledge possessed by local partners. So, sharing the ownership with local partners results in transaction cost economies. On the contrary, when controlled for host country factors, shared ownership increases the provision of parent debt. This indicates that the parent firm may not be reaping the benefit of shared ownership in its financing strategy, resulting in cost of shared ownership.
The Accessibility Of Financial Information On ASEAN Countries Official Website

Indrawati Yuhertiana  
Lukman Arief  
Fajar Saiful Akbar

University of Pembangunan Nasional Veteran  
Jawa  
Timur

Email: yuhertiana@upnjatim.ac.id

Abstract

The purpose of this study is evaluating the presence of financial information government reporting in ten websites member of ASEAN countries. The study was done by elaborating the type of information, characteristic information and the quality information regarding the budget and financial information of the country. It is find that in digital revolution in each countries followed variety differs in present the financial information via the internet. The accessibility of internet financial report in state level of ASEAN members still low in their main country website. Transparency as the heart of public sector accounting reform relevantly occurs in each country, although it is not in same level. Government manager will be convinced that the needed of easy, detailed and timeliness information of the website are relevant in increasing the transparency issue. In the new era of Industry Revolution 4.0, people need accurate, timelines and detailed information for better quality decision making. This study give insight in government perspective of the quality of their financial information should inform.
Assessing the Impact of Entrepreneurial Orientation in Fostering Entrepreneurial Intentions of University Graduates: An Empirical Analysis

Swagatika Sahoo  
Rajeev Kumar Panda  
National Institute of Technology Rourkela, Odisha, India  
Email: asr.swagatika@gmail.com  
Email: rkpanda@nitrkl.ac.in

Abstract

Entrepreneurial intentions being central to the entrepreneurial process have been a focal point of discussion for academicians, researchers and policymakers across the globe. This scenario has led to a steep rise in policies encircling entrepreneurship development through technology-based startup creation in India and other developing economies. However, these policies cannot achieve their desired goal and global benchmark due to lack of understanding of the critical factors and appropriate directions for enactment.

The entrepreneurial research has identified a variety of psycho-personal, demographic and environmental factors affecting entrepreneurial intentions of young individuals across diverse socio-political and economic contexts. Yet, the available evidence proposes that intention to choose an entrepreneurial career eventually develops from the perception of entrepreneurial support or barriers from the surrounding environment. Such factors in the entrepreneurial environment do not impact an individual’s entrepreneurial intentions in isolation; rather they steer his/her entrepreneurial orientation by fostering the favourable or unfavourable evaluation of the entrepreneurial career choice.

Driven by the above motivation, the present study explores the key environmental antecedents affecting the entrepreneurial orientation of technical university graduates. The proposed hypothesised framework suggests entrepreneurial orientation as the determinant of entrepreneurial intentions which is shaped by the entrepreneurial environment of young engineering students in a university setup. The environmental antecedents chosen from the extant literature are; access to finance, access to business information, social networks and university support, whereas the perceptual deriver affecting students’ entrepreneurial intention is entrepreneurial orientation. Primary data was collected through a survey of 516 final year undergraduate engineering students across two Centrally Funded Technical Institutions (CFTIs) in India. The reliability and validity measures of the constructs are testified through Confirmatory Factor Analysis (CFA), and the proposed hypotheses are validated using Structural Equation Modeling (SEM).

The results indicate that the environmental antecedents (access to finance, access to business information, social networks and university support) have significant positive influence on students’ entrepreneurial orientation, which in turn has a significant positive relationship with entrepreneurial intentions. Thus, the results of this study suggest that the barriers and support
received from the government and university context significantly impact entrepreneurial orientation, which in turn affects entrepreneurial intentions of young aspiring entrepreneurs.

This study may enable the academicians, researchers, and policymakers to frame policies for building & promoting a holistic entrepreneurial environment to foster entrepreneurial intentions of young individuals in India and similar developing country contexts. The study has a likely potential to help university administrators and policymakers, to develop strategies and effective policies that may provide the desired entrepreneurial support essential for fostering the entrepreneurial orientation of the university students towards entrepreneurship thereby assisting them to achieve their career goals and broader objective of nation-building.
**Dwindling Significance of Tax Rate in Financing the Outward Foreign Direct Investment by Indian MNEs**

Sonal Thukral  
Delhi Technological University  
New Delhi  
India  
Email: sonalthukral@dtu.ac.in

Vanita Tripathi  
University of Delhi  
New Delhi  
India  
Email: vanitatopathi1@yahoo.co.in

**Abstract**

In the wake of increasing outward foreign direct investment (OFDI) from India the paper attempts to find the host country-specific advantages that shape the financing of OFDI by Indian MNEs. By adopting random effects probit model on 63 Indian multinationals for a period 2008-09 to 2013-14 we find dwindling significance of tax rate in affecting their financing decision. The reason could be attributed to the growing tax competition resulting in harmonizing of tax rates worldwide. Indian multinationals are rather found to be lured by the fundamental factors of the host country viz., credit market development of the host country than the tax rate which is amenable to changes by host government directly.
Impact of Hospital Size on Managing Change in Public Hospitals: Study if Thai Public Hospitals

Dararat Rutnarugsa
Sundar Venkatesh
Asian Institute of Technology
Email: svenkat@ait.ac.th

Abstract

Health care reforms have long provided a backdrop in which theoretical predictions about the link between environmental changes and changes in organization strategy have been tested. Empirical tests of the link have faced challenges on identifying and measuring such changes. The notion of “fit” that is implicit in this link i.e. whether the altered strategy “fits” the altered environment has been subject to criticism since it is unclear whether researchers are best placed to assess such fit. In the specific context of public healthcare organizations, findings from empirical studies have been inconclusive about this link.

Several reasons have been identified for this observed absence of linkage. Nature of reforms are more legislative than market oriented. Such legislations tend to evolve over an extended period of reforms rather than being set out definitively at the outset. Managers in public hospitals tend to respond to such evolving legislations rather than commit their organizations to a strategic path at the start of reforms.

Strategic changes are also made difficult by the public nature of such organizations. In contrast to private organizations which are focused on shareholder wealth maximization, public organizations pursue a range of objectives. These objectives can serve multiple stakeholders and can also be at conflict. Publicness accounts for an organizational context in which superiority of one strategy over another can be difficult for managers to establish and pursue.

Specifically, in the context of public hospitals, managers also have to contend with resistance of professionals i.e. doctors, nurses and other medical staff whose professional values can often run counter to principles of efficiency that health care reforms often espouse. Such resistance can inhibit strategic changes even when such changes are required by changes in environment.

We report results of case studies of two public hospitals in Thailand. Healthcare reforms in Thailand are identified as starting in 2002 with the country’s commitment to Universal coverage. Using a research design that covers pre and post reform periods, we contrast the environment change-strategy change linkage between a large provincial hospital and a small district hospital. Data was collected through extensive surveys of staff (n=130) and in-depth interviews of hospitals’ senior management.

We find that the management of smaller district hospital could make strategy changes in response to changes in environment. The management of larger provincial hospital could make no such changes. Our findings suggest factors such as publicness, nature of reforms and resistance of professionals can act to impede strategic changes in response to environment changes in larger hospitals than in smaller hospitals. Our findings have implications for policy makers in public healthcare: interventions needed to engineer hospital organizational reforms necessary to support policy reforms would need to be continent on hospital characteristics including size.
Corporate sector benefits from enhanced labour participation of women in developed countries. In Taiwan, women’s participation in labour has consistently increased across all age groups (DGBAS, 2016). As an indication, the percentage of women who left their jobs after having babies and re-entered the labour market increased from 28.4% in 1990 to 56.4% in 2006 (DGBAS, 2009).

At least in the context of Asia, the import of female migrant workers from less developed countries in the region is an enabler of enhanced participation in labour by women in developed countries. In Taiwan, number of female immigrants working in productive industries and social welfare doubled from 171,724 in 2003 to 373,974 migrants in 2017. Many of them are Vietnamese, a country that has emerged as the second largest labour supplier to Taiwan. Vietnamese immigrants, mostly women, take over domestic chores which allows their female Taiwanese employers to join/rejoin the labor market.

A widely accepted view of corporate accountability sees corporate brands and retailers at the top of a supply chain as being responsible for working conditions of workers in organizations down the chain. Our call is for a broader definition of global supply chains that includes immigrant labor, and more generally labor, employed in homes.

Studies of labor migrants, especially domestic workers, including those from Vietnam, have documented the harsh and, often, exploitative conditions under which such migrants often work. We document such conditions through field work. We argue that Taiwanese corporates (in our example), specially those that benefit from increased labor participation of Taiwanese women, owe a responsibility to Vietnamese (in our example) who serve as domestic workers to such Taiwanese women. This responsibility is to ensure that the working conditions of Vietnamese domestic workers meet the same standards that these corporates apply to their other supply chain partners. At the least, corporates could ask for an undertaking from their staff that the latter’s domestic workers, if any, work acceptable standards of working conditions and welfare.

In assuming this responsibility, corporates can contribute to Sustainable Development Goals relating to equality and decent work for female migrant workers.
The Effect of Country-Of-Origin and National Image on Consumer Trust

Annisa Alifa Khair
Popy Rufaidah
Universitas Padjadjaran
Bandung,
Indonesia
Email: annisa14002@mail.unpad.ac.id
Email: popy.rufaidah@fe.unpad.ac.id

The purpose of this study is to explore consumers’ trust based on their perception towards skin care products made in South Korea. South Korea is known today as the center of the world of beauty. Skincare products originating from the country known as K-Pop branding is an attraction for Indonesian consumers. Using the Linier Structural Relations (LISREL), the study was conducted towards 163 consumers of South Korea’s cosmetics products in Indonesia. The findings of this study show that there is significant effect of county-of-origin and national image toward consumer trust. The results of this study have practical implication on skin care industry particularly in enhancing the branding efforts to create better image that results in better consumer trust. The originality of the paper is that this study is the only study that is conducted to analyze the model fit and significance effect between country-of-origin and national image on consumer trust in Bandung. This study is done to the consumers of one of the Korean Cosmetics Brands, namely, Innisfree.
Development of a Model to Measure Attendees’ Team Image and Purchase Intentions: A Case of Indian Premier League

Jaksirat Singh
Punjabi University
Patiala, State of Punjab
India

The study used the team/event identification, sports enthusiasm, and team/event involvement constructs to measure the attendees’ image of their home team as well as the event. Further, this study used the team/event image as a mediator to measure its impact on attendees’ attitude towards the team/event, attitude towards the sponsor brand of the teams or event and their behavioral intentions. For the research purposes, study takes the three teams Kings Eleven Punjab (KXIP), Delhi Daredevils (DD), and Rajasthan Royals (RR) of the Indian Premier League (IPL) belongs to the northern region of India and for each team its one sponsor has been considered. Additionally, the study combined the views of the attendees’ of all the team and tried to measure its impact on their event attitude, sponsor attitude and their purchase intentions. Data was collected from the live audience at the time of the match on the ground. By using structural equation modeling technique, the study found that the attendees’ those are involved with the team forms better team/event image, which impacts positively on their attitude towards the team and the sponsor brand. The study found no or negative impact in case of attendees’ attitude towards the team and their purchase intentions, but positive impact in case of attendees’ attitude towards the event and purchase intentions. Similarly, the study found a positive relation between attendees’ attitude towards a sponsor brand and their purchase behavior in case of the sponsor of the teams and also the event. This investigation gives the valuable thoughts to the directors of the associations those have just contributed and those wanting to put their cash in the IPL.
Behavior of Neglected Stocks: Case of India

Vanita Tripathi
Parul Behl
University of Delhi
India
Email: parul21behl@gmail.com

The role played by institutional investors in the stock market is becoming increasingly important because of their large sized holdings. Barber and Odean (2011) documented that individuals have the tendency to buy attention-grabbing stocks. Stock investments made by them generally grab the attention of individual investors. This is probably the reason that individual investors follow institutional investors.

Big institutions are believed to concentrate on large firms or blue chip companies because of their prudent investment policies. In a study by Arbel, Carvell, and Strebel (1983) institutions are compared to giraffes who concentrate on tall trees in the investment forest largely ignoring the underbush. Stocks receiving lesser attention of the institutional investors are technically known as ‘neglected stocks’ for the purpose of this study.

Largely the existing literature is restricted to developed economies. There is a dearth of research in developing economies like India. The present study besides examining the neglected stock effect, tries to explore the presence of arbitrage opportunities too i.e. buying the portfolio of neglected stocks and short selling the most preferred portfolio of stocks.

On the basis of institutions holdings three portfolios are created:
• Most preferred stock Portfolio, receiving maximum institutional ownership
• Moderately preferred stock Portfolio, receiving moderate institutional ownership
• Most neglected stock portfolio, receiving abysmally low institutional ownership

Sample for the purpose of this analysis comprises of S&P BSE 500 Equity companies. For the sample companies data regarding institutional ownership is obtained over a period of 31st March 04 to 31st March 2014 from the Prowess Database. The neglected stock effect is examined using market model of regression.

In case of Indian Equity Market, neglected stock effect is found to persist and outperform the portfolio of most preferred stocks. Moreover there is evidence of arbitrage opportunities. This study has important implications for investment analysts, mutual fund managers, market regulator SEBI and academicians.
Best Instructional Strategies for Flipped Model in Blended Learning

S.A.N. Danushka*
University of Vocational Technology
Ratmalana
Sri Lanka
Email: univotecsand@gmail.com

Blended approach has become a widely inspiring and pertinent instructional mode in higher education in the modern world. Due to the fact that blended approach is combined the different course delivery approaches like face-to-face and online, the advantages of each approach would be combined whereby the learners would be benefitted. Practically, four blended models can be seen and the effectiveness of any models depends on the efficacy of the instructional strategy which is used in the course delivery. The survey was focused on finding the best instructional strategy or strategies for Flipped Model which comes under Rotation Model of Blended Learning by reviewing 44 research papers published in peer reviewed journals. As the survey found out three instructional strategies have been frequently used in flipped model of course delivery: Self-Directed Learning (SDL), Self-Regulated Learning (SRL), and Self-Paced Learning (SPL). Certain potentials and limitations of each strategy have been given for effective selection of instructional strategies for flipped model of Blended Learning. Further, it has been suggested applicable measures to mitigate the identified limitations of each instructional strategy based on the survey. It is noticed in the survey that Self-Directed Learning (SDL) is suitable for flipped model of blended learning with proper integration of SRL and SPL skills. SDL is learning process-oriented while the other two instructional strategies are consequently learning task-oriented (SRL) and learning time-oriented (SPL). Strategic adaptation is contextual. Significantly, in the survey, it has been postulated two possible didactic strategies: Self-Adaptable-Strategy in Learning (SASL) and Self-Absorbable-Pace of Learning (SAPL) which impact on the learner-autonomy and individual learning efficacy in any Open and Distance Learning Environments (ODLE).