

**Management &
Sustainability**
South Asian Perspective

13th South Asian Management Forum 2015

26th and 27th March 2015
Colombo, Sri Lanka



Association of Management
Development Institutions in South Asia



Institute of
Certified Professional Managers

**13th South Asian Management Forum 2015
(SAMF 2015)**

**Management & Sustainability;
South Asian Perspective**

List of Abstracts

**26th-27th March, 2015
Colombo, Sri Lanka**



**Association of Management
Development Institutions in South Asia**



**Institute of
Certified Professional Managers**

CONTENTS

<i>EDITORIAL BOARD – 13TH SAMF 2015</i>	3
<i>PANEL OF PAPER REVIEWERS</i>	4
<i>EDITOR’S NOTE</i>	5
<i>ABOUT AMDISA</i>	6
<i>ABOUT CPM</i>	7
<i>AMDISA EXECUTIVE BOARD 2013-2015</i>	8-9
<i>CONFERENCE THEME</i>	10
<i>LIST OF ABSTRACTS SUB-THEME [A]</i>	11-14
<i>LIST OF ABSTRACTS SUB-THEME [B]</i>	15-18
<i>LIST OF ABSTRACTS SUB-THEME [C]</i>	19-23
<i>LIST OF ABSTRACTS SUB-THEME [D]</i>	24-27
<i>LIST OF ABSTRACTS SUB-THEME [E]</i>	28-31
<i>LIST OF ABSTRACTS SUB-THEME [C]</i>	32-36

EDITORIAL BOARD

Prof. Lakshman R. Watawala

Vice President, AMDISA

President

Institute of Certified Professional Managers (CPM)

29/24, Visakha Lane

Colombo 04, Sri Lanka

Chaminda Hettiarachchi

Coordinator-13th SAMF 2015

SAMF 2015 Secretariat

Institute of Certified Professional Managers (CPM)

29/24, Visakha Lane

Colombo 04, Sri Lanka

Dilshan Arsakularathna

Secretary

SAMF 2015 Secretariat

Institute of Certified Professional Managers (CPM)

29/24, Visakha Lane

Colombo 04, Sri Lanka

PANEL OF PAPER REVIEWERS

Dr. Ajantha Dharmasiri – Chairman, Panel of Paper Reviewers

Acting Director

Postgraduate Institute of Management, University of Sri Jayewardenepura

28, Lesley Ranagala Mawatha

Colombo 08, Sri Lanka.

Dr. Wasantha Perera

Senior Lecturer

Department of Finance

Faculty of Management

Studies & Commerce

University of Sri Jayewardenepura

Gangodawila, Nugegoda, Sri Lanka.

Dr. Sita Vanka

Professor & Dean

School of Management Studies

University of Hyderabad

Hyderabad, India

Dr. U. B. Ramanayake

Senior Lecturer

Department of Business Administration,

University of Sri Jayewardenepura,

Gangodawila, Nugegoda, Sri Lanka.

Dr. Somayajulu Garimella

Director

Institute of Management

NIRMA University, India

Prof. Arif A Waqif

Former Founder Dean

School of Management Studies,

University of Hyderabad, India.

Prof. Bajraj Mohanty

Professor,

Xavier Institute of Management,

Orissa, India.

Dr. Sudarsanam Padam

Former Dean and Prof of Management

ASCI,

Hyderabad, India.

Dr. (Mrs.) B Kinnera Murthy

Chairperson,

Administrative Staff College of

India,

Hyderabad, India

Dr. Mathew J. Manimala

Professor of Organization Behaviour

Indian Institute of Management

Bangalore, India.

Prof. Shahid Uddin Ahmed

Professor,

Faculty of Business Studies

University of Dhaka

Dhaka, Bangladesh.

Mr. Chaminda Hettiarachchi

Coordinator 13 SAMF 2015,

CPM Secretariat,

29/24, Visakha Lane, Colombo 04, Sri Lanka.

EDITOR'S NOTE

South Asian Management Forum (SAMF) is a biennial Forum organized by the Association of Management Development Institutions in South Asia (AMDISA). The forum aims to bring together management experts, scholars, practicing managers, business leaders, policy administrators and other academicians from different countries of South Asia on a platform to discuss various connected issues and share their research findings. The 13th SAMF 2015 is being held in Colombo, Sri Lanka on March 26-27, 2015. The last conference was held in Pune, India in 2013.

The theme of the 13th SAMF 2015 is “**Management and Sustainability – South Asian Perspective**”. Besides plenary sessions there are concurrent sessions where papers are presented by leading academic/research scholars from the participating countries. The deliberations should result in evolving the blueprint of an Action Plan which can be considered for implementation of SAARC Countries with SAARC Secretariat and AMDISA as nodal agencies.

The response to the Call for Papers was overwhelming and 50 abstracts were received from all parts of South Asia. The Editorial Board and the Panel Reviewers carried out a rigorous selection and evaluation process to select the best abstracts and the final papers. The criteria used in evaluating full papers are Significance of the theoretical and methodological contributions, Degree to which the manuscript fits the theme of the conference, Appropriateness of the literature review, Adequacy of the design and execution of the study, Appropriateness of the analysis, Quality of the discussion and interpretation of the results, Clarity of presentation, Implications for practitioners, academicians and scholars. Finally, 20 papers were selected to be presented during the concurrent sessions. Owing to the constraint of space, this volume carries the abstracts and not the full papers, however it is expected to publish some of the full papers as proceeding in the near future.

Finally, it may be said that the papers should generate great interest among the delegates and participants by raising serious questions and creating value adding discussions and dialogues, which would sub serve the objective of the Forum.

I would like to acknowledge generous and enthusiastic response of the reviewers, AMDISA members, authors, sponsors, CPM staff, patrons and all other supported. A special word of thanks to Dr. Ashok Joshi, President, AMDISA and Prof. Lakshman R. Watawala, Vice President, AMDISA for their guidance and active leadership provided in this venture.

Chaminda Hettiarachchi

Member - Editorial Board
Co-ordinator-13th SAMF 2015
SAMF 2015 Secretariat

**ABOUT
ASSOCIATION OF MANAGEMENT DEVELOPMENT
INSTITUTIONS IN SOUTH ASIA (AMDISA)**

AMDISA was established in 1988 with the support of Commonwealth Secretariat, ILO INTERMAN, CIDA and leading management schools in South Asia. Its mission is to promote management excellence in South Asia by networking management development institutions and facilitating their partnership with corporate enterprises and public agencies in the region.

It is the only Association which networks management development centers across South Asian nations and promotes partnership between business schools, business leaders and policy administrators for enhancing the quality and effectiveness of management education in South Asia. AMDISA provides multiple ways by which member-institutions collaborate within the region.

AMDISA also provides professional development opportunities for management faculty through Regional Fellowships and other programmes. It also provides institution building assistance to business schools and corporate management development centers through its Quality Assessment and other programmes.

AMDISA is recognized by the SAARC Secretariat as an apex professional association with active chapters in member countries.

**MISSION OF
ASSOCIATION OF MANAGEMENT
DEVELOPMENT INSTITUTIONS IN SOUTH ASIA (AMDISA)**

Promote management excellence in South Asia by networking management development institutions and facilitating their partnership with corporate enterprises and public agencies in the region

**ABOUT
INSTITUTE OF CERTIFIED PROFESSIONAL MANAGERS (CPM),
SRI LANKA**

The Institute of Certified Professional Managers (CPM) was formed to provide a professional qualification and designation in management, by conducting educational programmes, providing practical training in private and public sector entities and establishing a link between the private and public sectors for the advancement of professional managers.

CPM is a joint project initiated by CMA Sri Lanka and All India Management Association (AIMA). It is an active member of the Association of Management Development Institutions in South Asia (AMDISA).

**MISSION OF
INSTITUTE OF CERTIFIED PROFESSIONAL MANAGERS (CPM),
SRI LANKA**

To promote the highest standards in Professional Management through excellence in ethics, governance and innovation.

AMDISA Executive Board 2013-2015

PRESIDENT

Dr. Ashok R Joshi
Director, Indian Institute of Cost and Management Studies & Research (IndSearch), Pune
411 004, **India**

VICE PRESIDENT

Prof. Lakshman R. Watawala
President, Institute of Certified Professional Managers, Colombo 04, **Sri Lanka**

IMMEDIATE PAST PRESIDENT

Mr. Punya Prasad Neupane
Executive Director,
Nepal Administrative Staff College, Kathmandu-4400, **Nepal**

MEMBERS

Dr. N M Kondap, Director General,
Kohinoor Business School (KBS),
Mumbai – 400070, **India**.

Prof. Dr. M Alimullah Miyan,
Founder & Vice-Chancellor, International
University of Business Agriculture &
Technology (IUBAT), Dhaka -1230,
Bangladesh

Prof. Dr. Muhammad Ehsan Malik
Director, Institute of Business
Administration, University of the Punjab,
Lahore – 54590, **Pakistan**

Dr. Hasan Sohaib Murad
Rector, University of Management and
Technology, Lahore – 54770, **Pakistan**

Prof. Shathif Ali
Dean, Business School, Maldives National
University (MNU), Male' 20-04, **Maldives**

Mr. Lhato Jamba
Director, Gaeddu College of Business
Studies, Royal University of Bhutan,
Chukha, **Bhutan**

Prof. Ajit Rangnekar
Dean, Indian School of Business,
Gachibowli, Hyderabad 500 032, **India**

Prof. Subas K.C
Dean, Kathmandu University School of
Management, Lalitpur, **Nepal**

PERMANENT INVITEES

Prof. E. Haribabu,
Vice-Chancellor, University of Hyderabad,
Central University P.O, Hyderabad 500 046
India

Dr. Ishrat Husain,
Director,
Institute of Business Administration,
Karachi -75270, **Pakistan**

Dr. Upinder Dhar
Gp Addl Vice Chancellor
Pro Vice Chancellor (Academics),
Amity University UP, **India**.

Prof. Iqbal Ahmad,
Director, Institute of Business Administration
Dhaka University,
Dhaka 1217. **Bangladesh**.

Prof. Dr. Bijay KC,
Professor, South Asian Institute of
Management
Kathmandu, **Nepal**.

Mr. Mohammad Jasimuddin
Acting Head of Regional Programmes
Group, Governance & Institutional
Development Division, Commonwealth
Secretariat, London, **UK**

INVITEES – PAST PRESIDENTS

Mr. GBN Pradhan
Former Director,
Nepal Administrative Staff College,
Kathmandu, **Nepal**

Dr. Mohamed Latheef
Civil Service Commissioner, Male 20096,
Maldives

Dr. Abdur Rab
Vice Chancellor, Eastern University,
Dhaka – 1205, **Bangladesh**

Dr. Hafiz G A Siddiqi
Vice Chancellor, North South University,
Dhaka, Bangladesh

Dasho Kunzang Wangdi
Chief Election Commissioner of Bhutan,
Post Box No. 2008, Motithang, Thimpu,
Bhutan

Dr. Syed Zahoor Hassan
Professor & former Vice Chancellor,
Lahore University of
Management Sciences, Lahore, **Pakistan**

Prof. Y K Bhushan
Vice Chancellor,
ICFAI University & Senior Advisor,
ICFAI Business School - Mumbai, **India**

Mr. Karma Tshering
Director,
Royal Institute of Management,
Semtokha, Thimpu - 11001, **Bhutan**

EXECUTIVE DIRECTOR – EX-OFFICIO

Mr. C Ramakrishna
Association of Management Development
Institutions in South Asia (AMDISA),
University of Hyderabad Campus,
Hyderabad – 5000 46, **India**

CONFERENCE THEME

“Management and Sustainability – South Asian Perspective”

Sustainable management includes concepts such as corporate social responsibility and business ethics. A socially responsible business is one that aims to reduce its negative impact on society and increase its positive influence. Business ethics are especially important as failing to adhere to them can have a catastrophic impact on the viability of a business. Currently, the focus of sustainability management has been placed on the importance of environmental sustainability. Environmental sustainability is an increasingly important aspect of modern business management, as market pressure from regulators and consumers holds organizations accountable for their actions. Responsible businesses are congratulated and improve their image as leaders in the field.

Developing your understanding of sustainability and applying it to the way you operate your small business will help you to remain successful into the future. How can organizations survive and flourish while remaining socially, environmentally and fiscally responsible? As a managing for sustainability major, you'll gain the skills, knowledge and deep passion needed for achieving all three pillars of sustainability – environmental, social and economic.

Sustainability is one of the foremost challenges facing humanity in the 21st century. All organizations, from businesses to governments to civic organizations, seek to generate value with finite resources. Economic sustainability can be achieved in the long term by realigning organizational strategies to become ecologically and socially sustainable. By taking courses related to environmental study, science, human behaviour, design or engineering, managing for sustainability students possess the skills, knowledge, and passion to achieve sustainable environmental, social and economic goals.

The core themes will be grouped under the following headings;

- [A] Management Challenges and Sustainability Issues in the 21st Century**
- [B] Sustainability for Management Education**
- [C] Sustainability in Creating Real Value**
- [D] Corporate Social Responsibility (CSR)**
- [E] Sustainable Business Management: Global Dimensions**
- [F] Management Practices of Sustainable Businesses in South Asia**

LIST OF ABSTRACTS

SUB-THEME [A]

Management Challenges and Sustainability Issues in the 21st Century

Paper Title	Paper Writer(s)
Insiders View of what affects Corporate Governance in Nepalese Financial Sector. Does Policy Matter?	Santosh Koirala Nepal Administrative Staff College Nepal Basanta Raj Sigdel Nepal Administrative Staff College Nepal
Local Capacity Building through CBOs for Sustainable Urban Governance in Nepal	Rajendra Adhikari Nepal Administrative Staff College Nepal
A Case of Sustainable Management Practice	Moslehuddin Chowdhury Khaled Assistant Professor School of Business Chittagong Independent University Bangladesh

Insiders View of what affects Corporate Governance in Nepalese Financial Sector. Does Policy Matter?

Santosh Koirala

Nepal Administrative Staff College
Nepal

Basanta Raj Sigdel

Nepal Administrative Staff College
Nepal

ABSTRACT

The study examines insider's perception on the determinants of corporate governance in Nepali financial sector. We use 5-point Likert scale questionnaire to measure corporate governance in these institutions. The study suggests that whereas accountability, discipline transparency significantly and positively promotes corporate governance, factors like fairness, responsibility, independence and social awareness have been unable to explain their contribution for good corporate governance. Interestingly, the study also finds the existence of positive effect of central bank's policy of categorizing banking sector into different classes in promoting better governance. This study suggests that the policy makers pay attention for promoting social awareness through more regulated public disclosures of information of the financial sectors, and top-management of the companies develop more responsive work-condition and provisions to promote fairness in the organization.

Keywords: Corporate Governance, Transparency, Accountability, Discipline, Fairness

Local Capacity Building through CBOs for Sustainable Urban Governance in Nepal

Rajendra Adhikari

Nepal Administrative Staff College
Bangladesh

Abstract

Effective participation of local citizenry has been established as a universal priority and an underlying principle of local governance. Effective participation in decision-making, implementation and follow-up at the local level is possible if inclusion and empowerment of citizens is considered. The community participation approach advocated by major development partners like UNDP through their programmes for local development and governance became more visible and vibrant after late 1990s. UNDP initiated to implement Rural Urban Partnership Programme (RUPP) in 1997 in 25 municipalities of Nepal induced and institutionalized Tole-Lane Organizations (TLOs) as the grassroots community based organizations (CBOs) in programme. Working through the TLOs helped RUPP significantly to contribute into inclusion and empowerment of local communities, hence practice participatory local governance. This paper is based on the empirical survey of a number of TLOs, and Focus Group Discussions (FGDs) with service recipients and the office bearers in Bharatpur Municipality, Nepal. The paper applies the grounded theory approach to assess and evaluate the multiple functional, legal-institutional and theoretical dimensions of community based organizations in and for sustainable urban governance, especially, in Nepalese context of prolonged socio-politico-economic transition in post-conflict era.

Keywords: Governance, Urban Local Governance, Municipal Governance, Nepal

A Case of Sustainable Management Practice

Moslehuddin Chowdhury Khaled

Assistant Professor, School of Business,
Chittagong Independent University
Bangladesh

Amir Humayun Chowdhury

Managing Director, CSBC (Pvt) Ltd
Bangladesh

Abstract

One of the externalities of capitalism and its associated management, for last two hundred years is, the system failed to address the environmental and social concern in an integrated and sustainable way. In whatever name we call it, sustainable management is about making the business and management world more serious about the implications of their actions on the environment and community. Ethics, corporate social responsibility, good corporate citizenship, triple bottom line and many other terms are motivated by the same broad world view of sustainable management paradigm. One alternative organizational innovation is Social Business – a financially viable, market based organization whose objective is not profit maximization for the investors but achieving social goals in a sustainable business model. Professor Yunus consolidated and pioneered the idea around the world. Chittagong Social Business limited has been formed in 2014 to provide one stop service to the potential social business (SB) investors and entrepreneurs.

Keywords: Sustainable Management, CSR, Social Business, Business Ethics.

LIST OF ABSTRACTS
SUB-THEME [B]
Sustainability for Management Education

Paper Title	Paper Writer(s)
<p>Is there an alignment between the Sustainability practices as followed in the industry and the subject being covered in MBA courses?</p> <p>A practitioner's view</p>	<p>L. Ramakrishnan, Distinguished Professor Centre of Sustainability Management (i-cosm), IndSearch Pune, India</p> <p>Ashok R.Joshi, Director, Centre of Sustainability Management (i-cosm), IndSearch Pune, India</p>
<p>Effects of Computer Aided Learning to increase the performance of the Student</p>	<p>Dr. P. B. Suryawanshi Director MGV's Institute of Management and Research, Panchvati, Nasik, Maharashtra, India</p> <p>Dr. Arif Anjum Assistant Professor in Commerce G.D.A.B. Arts & Commerce College Malegaon Dist. Nasik Maharashtra, India</p>
<p>A Study of Quality of Management Education in Punjab</p>	<p>Dr. Gurcharan Singh Professor</p> <p>Dr. Ran Singh Professor</p> <p>Dr. Salony Kansal Research Scholar School of Management Studies, Punjabi University, Patiala, India</p>

Is There an Alignment between the Sustainability Practices as Followed in the Industry and the Subject being Covered in MBA Courses? A Practitioner's View

L. Ramakrishnan,
Distinguished Professor, IndSearch Centre
of Sustainability Management (i-cosm),
Indian Institute of Cost and Management
Studies and Research (IndSearch),
Pune, India

Ashok R.Joshi,
Director, Indian Institute of Cost and
Management Studies and Research
(IndSearch),
Pune, India

ABSTRACT

Sustainability is about how a business organization manages its interface with the physical, social, economic, legal and technical environment in such a way to sustain its activities over a long period of time. For a practitioner this means dealing with related issues guided by the legal framework, international guidelines, codes of conduct, technical and operational competitiveness, organizational policies, management systems, public perception and other requirements. This paper is the result of a study of sustainability and related courses for MBA curricula which reveals that there is a need for more alignment between what is practiced and what is taught as Sustainability and attempts to bring out the gaps between the curriculum and the practice to enable formulation of better courses.

Keywords: Business Sustainability, Business Organization, MBA Curricula, Sustainability Practices

Effects of Computer Aided Learning to Increase the Performance of the Students

Dr. P. B. Suryawanshi

Director,
MGV's Institute of Management
and Research, Panchvati, Nasik,
Maharashtra, India

Dr. Arif Anjum

Assistant Professor in Commerce
G.D.A.B. Arts & Commerce
College, Malegaon Dist. Nasik
Maharashtra, India

Abstract

This study aims to measure the impact of computer aided learning to increase the performance of the students and to evaluate the teaching and learning process by using computer aided learning. Improvement in technological innovation takes place for enablement of teaching and learning process. Rather than the traditional teaching through chalk and board, visual aids make more compatibility for learning. Hence this present study has made an earnest attempt to measure the impact of computer aided learning for improving the performance of the students. This study is the nature of descriptive research design. This study measures the description of variables related to learning and performance of students. Major recommendations of this study focussing on, marketer requires to simplify the terms used in science subjects. Present study is useful to measure the feasibility of computer aided learning in future also.

Keywords: Computer Aided Learning, Practical Knowledge, Animations

A Study of Quality of Management Education in Punjab

Dr. Gurcharan

Singh, Professor, School of
Management Studies,
Punjabi University Patiala

Dr. Ran Singh,

Professor, School of
Management Studies,
Punjabi University Patiala

Dr.Salony Kansal,

Research Scholar, School of
Management Studies,
Punjabi University Patiala

Abstract

To keep pace with growing demand, management education has grown considerably since the economic reforms began in India. The present study is an attempt to assess the quality of management education in B- schools of Punjab and to identify the various factors affecting it. The factor analysis has identified various factors affecting the quality of management education in B- school of Punjab. These are 'Excellent Quality of Faculty Recruited', 'Academic Excellence' 'Proper Training of Students', 'Customization of Specialization', 'Knowledge development of Faculty', 'Emphasizing Research', 'Effective Admission Criterion', 'Good Placement and Future Outlook', 'Good Quality of Infrastructure' provided are representing the various underlying dimensions of the quality of management education. It has been found that the management education being imparted in management institutes of Punjab is of good quality.

Keywords: Management Education, B-Schools, Punjab

LIST OF ABSTRACTS

SUB-THEME [C]

Sustainability in Creating Real Value

Paper Title	Paper Writer(s)
Does conflict impact organizational outcome? An empirical investigation	A K M Mominul Haque Talukder School of Business, North South University Bangladesh
The Superstore Chains in Bangladesh. Current operating status, problems and prospects	Dr. Muhammad Z Mamun Professor Institute of Business Administration (IBA), University of Dhaka Bangladesh
Effectiveness of Management Education towards Industrial Readiness	Dr. V. S. More, Director General, MGV's Institute of Management and Research, Panchvati, Nasik Maharashtra, India Dr. Apoorva Hiray, Principal, Panchavati College of Management & Computer Science Panchvati, Nasik, Maharashtra, India
Organizational sustainable growth rooted on the value of Sales-management	Dr. Saroj Kumar Sahoo Rajdhani Engineering College, Bhubaneswar, India Dr. Padmalita Routray F.M. University, Balasore, Odisha, India Sandhyarani Sahoo ICICIBank, Bhubaneswar, India

Does Conflict Impact Organizational Outcome? An Empirical Investigation

A K M Mominul Haque Talukder

School of Business
North South University
Bangladesh

Abstract

Using data obtained from 100 samples, the study examines the relationship between conflict and the extent it affects organizational outcome. Results reveal a significant positive relationship between absence of disagreement, assertiveness and rules of engagement with organizational outcome that emanates to maintain a harmonious relationship. Furthermore, the study reports a significant positive relationship between competency and outcome of the organization. It is suggested that organization with a solid conflict resolution, focusing mission and vision, assertive cooperativeness, and rules of engagement are more likely to experience better outcome. Both theoretical and practical implications are discussed.

Keywords: Conflicts, absence of disagreement, rules of engagement, competency, and outcome.

The Superstore Chains in Bangladesh: Current Operating Status, Problems and Prospects

Muhammad Z Mamun, PhD

Professor, Institute of Business Administration (IBA)
University of Dhaka
Bangladesh

Abstract

The study tried to identify the problems and prospects of the superstore chains in Bangladesh. Major concentrations of the chains are found in Dhaka city and in densely populated urban areas attracting people far from their expected number. The superstores maintain sophisticated inventory management system to track supplies and stock items. To ensure quality they check the supplier's credentials, monitor excellence and expiry dates, physically inspect the goods and try to follow strict procurement principles. The superstores have selected local distributors and suppliers and some products they import directly. The supply chain management is a major obstacle as in the process the superstores have to rely on local market, distant transportation, middlemen, etc., which are highly erratic, inconsistent and unreliable. Opening a new outlet is also an obstacle for them due to unavailability of adequate space, especially in the high demand areas. Internal control and management is also a major problem for superstore operation.

Keywords: Supermarket chains, Supply Chain Management, Bangladesh

Effectiveness of Management Education Towards Industrial Readiness

Dr. V. S. More
Director General
MGV's Institute of Management and
Research, Panchvati, Nasik
Maharashtra, India

Dr. Apoorva Hiray
Principal
Panchavati College of Management &
Computer Science, Panchvati, Nasik
Maharashtra, India

Abstract

This paper aims to evaluate the effectiveness of management education towards industrial readiness and find out the difficulties faced by industries while employing management students. This study is the nature of descriptive research design. Both primary and secondary data used in this research. Primary data collected through well structured interview schedule. Respondents for this study were selected on the basis of the convenience of the researcher. Top level management of Small, Medium and Large enterprises were the respondents for this study. Sixty companies were selected in and around Nashik district. Sample size for the study decided based on the judgement of the researcher Major suggestion of their study focussing on management educational institutions must focus students towards the industrial requirements and must provide session to build and increase self-confidence during the course.

Keywords: Resistance to Change, Industrial readiness, Competencies

Organizational Sustainable Growth Rooted on the Value of Sales-Management

Dr. Saroj Kumar Sahoo

Rajdhani Engineering
College, BPUT,
Bhubaneswar, India

Dr. Padmalita Routray

F.M. University,
Balasore, Odisha, India

Sandhyarani Sahoo

ICICI Bank
Bhubaneswar,
India

Abstract

The world of business has changed from one in which sales employees supposed to sale only tangible products, to one in which bundles of sophisticated values of products/ services that are sold by the sales-force in a relationship-driven frame-work, which is now the focal point of long term survival of the organization. This phenomenon justifies sustainable sales management leading to sustainable development of the organization. Sales management process that goes through the prime objective as sustainable organizational development forms a critical model, in which the 'strategic level sales management' & 'operational level sales-management' acquire the centrally held parts. Sales competencies can be acting as the catalysts for the above said model and dimensions of sustainable enterprises are the fields to which the model contributes to varying extent. So it can be said that values (consequences) of sustainable sales management become the critical and integral part of the organizational sustainable development.

Key words: Dimensions of sustainable enterprise, catalysts for sales management, sales competencies

LIST OF ABSTRACTS

SUB-THEME [D]

Corporate Social Responsibility (CSR)

Paper Title	Paper Writer(s)
<p>Customers' Perception of Ethical issues in Corporate Governance of Islamic Banks in Bangladesh</p>	<p>Dr. Muhammad Ziaulhaq Mamun Professor Institute of Business Administration (IBA) University of Dhaka Bangladesh</p> <p>Neaz Ahmed Professor Institute of Business Administration (IBA) University of Dhaka Bangladesh</p> <p>Rafia Afrin Lecturer Institute of Business Administration (IBA) University of Dhaka Bangladesh</p>
<p>CSR Value for Consumers : Indian Perspectives</p>	<p>Dr. Basanta Kumar Reader & Placement Officer Department of Business Administration, Utkal University Bhubaneswar, India</p> <p>Prof. Brajaraj Mohanty Xavier Institute of management Bhubaneswar, India</p>
<p>Corporate Social Responsibility Mandates in India</p>	<p>Prof. K. R. Pillai Professor School of Management, Manipal University, India</p>

Customers' Perception of Ethical Issues in Corporate Governance of Islamic Banks in Bangladesh

Dr. Muhammad Ziaulhaq Mamun
Professor
IBA, University of Dhaka
Bangladesh

Rafia Afrin
Lecturer
IBA
University of Dhaka
Bangladesh

Neaz Ahmed
Professor
IBA
University of Dhaka
Bangladesh

Abstract

The study analyzes the customer perception regarding the ethical standards of corporate governance of the Islamic banks in Bangladesh. The customers are found positive regarding the board of directors' competence, accountability and honorarium. They perceive that the Shariah board members are expert in this area, selected properly and responsible enough for ensuring Shariah compliance. Customers found the Shariah board to be an independent body and are fair regarding their assessment and accountability. Customers noted that the top management has appropriate training in Shariah laws, take part in decision making in line with Shariah compliance and also ensure ethical behaviour of the bank employees. The study noted that the bank has an effective procedure to handle complaints, has transparent mechanism of conflict management, and has appropriate safeguard against undue occurrences. The overall perception of the respondents regarding ethical corporate governance of the banks is found positive.

Key words: Customer Perception, Shariah compliance, Islamic banking

CSR VALUE FOR CONSUMERS: INDIAN PERSPECTIVES

Dr. Basanta Kumar
Reader & Placement Officer
Department of Business
Administration,
Utkal University Bhubaneswar,
India

Prof. Brajaraj Mohanty
Xavier Institute of management
Bhubaneswar,
India

Abstract

There are different views on the relationship between corporate social responsibility (CSR) and business: by operating with a CSR perspective, proponents believe that companies are capable of making more long-term profit and increasing long-term success, while the opponents argue that CSR would only distract firms from the economic role of businesses, namely profit generation. Despite the ongoing debate as to whether or not social responsibility should be the concern of corporate decision makers, it cannot be denied that corporate social responsibility has been increasingly present into day's world. The preliminary results of this study show that consumers associate CSR most often with the environment. It is also discovered that consumers do not always recognize the CSR activities of companies as CSR activities. This perception is likely to change with the following of CSR guidelines as provided in the Indian Companies Act 2013 followed by recent clarifications provided by the Government in regard to what activities are included in CSR.

Keywords: Corporate decision, Consumer responsibility, Environment, Philanthropy, Social responsibility,

Corporate Social Responsibility Mandates in India

K. R. Pillai

Professor

School of Management
Manipal University, India

Abstract

Business is obligatory to society as it flourishes in the very social eco-system. Socially responsible, ethically correct and environmentally sustainable business solutions will endure spatially and temporally. It is understood that a socially responsible organization will make CSR initiatives embedded in its core business strategy and there by create a virtuous cycle of prosperity. The very notion of CSR draws considerable attention in the perception of sustainable development. The governmental initiatives to put CSR in the core business agenda acknowledges the policy engagement in promoting socially responsible in that country. The current paper is the outcome of a country-specific study examining the CSR mandates on a historical perspective in general and the domain of Indian Companies Act 2013 in particular. The approach of the study is desk research. The study has observed that the recent mandate of India in this regard is to align the CSR engagements with corporate performance.

Keywords: Corporate social responsibility, corporate philanthropy, India, Indian Companies Act 2013, state engagement in business.

LIST OF ABSTRACTS

SUB-THEME [E]

Sustainable Business Management Global Dimensions

Paper Title	Paper Writer(s)
Sustainable Performance Management Practices in SME – A Study of Machine Tool Companies in India	<p>Shaji Kurian Associate Professor & HOD (HR & OB) IFIM Business School Bangalore, India</p> <p>Dr. Madhumita Chatterji Director IFIM Business School and Professor- HRM, CSR & Sustainability, Bangalore, India</p>
Human sustainable development: Global issues	<p>Trilochan Pokharel Deputy Director of Studies Nepal Administrative Staff College Nepal</p>
Human Capital and Skill Development: A Case on Emerging Issues of Skilling for Managing Human Capital for Sustainable Human Capital Management	<p>Dr. Abhijit Gangopadhyay Professor and Dean Aegis School of Business & Telecommunication Mumbai, India</p>

Sustainable Performance Management Practices in SME – A Study of Machine Tool Companies in India

Shaji Kurian

Associate Professor & HOD (HR & OB)
IFIM Business School, Bangalore, India

Dr. Madhumita Chatterji

Director - IFIM Business School and
Professor - HRM, CSR & Sustainability
Bangalore, India

Abstract

When big organizations go on a rampage, small ones have to think smart. This is the wisdom for India's small and medium enterprises (SMEs) that fail to keep pace with the growth juggernaut. Amidst lot of competition within SMEs, it becomes very important for the SMEs to benchmark various processes in order to remain competitive within the marketplace and ensure they can benefit from what their competitors are doing to stay one step ahead of the game. As a result, global competitive nature of business, the business game have changed and the business environment has become highly dynamic and competitive, forcing the Indian companies to make a introspective thinking, to assess their strengths and weaknesses against that of the global players and go in for formulating strategies to make their strength and weaknesses pruned to favourably utilize the changing external environment. The purpose of this research was to investigate the impact of the globalization on SMEs and what human resource strategies are they adopting,

Keywords: Sustainability, SMEs, Global competition, Indian companies

Human Sustainable Development: Global Issues

Trilochan Pokharel
Deputy Director of Studies
Nepal Administrative Staff College
Nepal

Abstract

This study elucidates some fundamental assumptions and gaps between sustainability and human development based on the country level data from 187 countries on human development and environmental aspects. A bivariate correlation of primary energy supply; carbon dioxide emissions; availability of forest areas; effects of environmental threats measured by deaths of children under five due to outdoor and indoor air pollution, poor sanitation and lives in degraded land; and impact of natural disasters with human development. This study allows to make two major conclusions. First, there is imbalance between use of natural resources and level of development. This sustains the arguments of that developed countries are exploiting natural resources and also threatening the sustainability by increasing carbon dioxide emissions, a major pollutant posing pressure on global climate change. Second, developing countries are the direct victim of global environmental degradation. The human cost of degradation is several times higher in developing countries who already are marred by poverty and poor governance structure.

Keywords: Human development, developing countries, natural resources, degradation

Human Capital and Skill Development: A Case on Emerging Issues of Skilling for Managing Human Capital for Sustainable Human Capital Management

Dr. Abhijit Gangopadhyay

Professor and Dean

Aegis School of Business & Telecommunication,
Mumbai, India

Abstract

The concept of 'pro-poor growth' envisages acceleration of economic growth and concomitant growth in employment. In the context of India's robust economic growth of last two decades, several critical issues have drawn the attention of researchers and practitioners concerned with management of human capital. In the background of 'pro-poor growth' paradigm, factors like 'jobless growth' and 'labour market mismatch' have raised several challenges for effective management and utilization of human capital. Human capital management (HCM) is an approach to employee staffing that perceives people as assets (human capital) whose current value can be measured and whose future value can be enhanced through investment. The paper envisages identifying issues relating to emerging macro and micro economic eco-system and its impact on human capital management eco-systems in India. India has gradually evolved as a 'knowledge-based economy' due to abundance of capable, flexible and qualified human capital. With constantly rising influence of globalization, India has immense opportunities to establish its distinctive position in the world. However, there is a need to further develop and empower the human capital to ensure the nation's global competitiveness.

Keywords: Human capital management (HCM), Globalization, India

LIST OF ABSTRACTS

SUB-THEME [F]

Management Practices of Sustainable Businesses in South Asia

Paper Title	Paper Writer(s)
Does Spoils System Spoil Governance: Evidence from Nepal	<p>Shiva Hari Adhikari Training and Research Officer Nepal Administrative Staff College, Nepal</p>
Factors Influencing the Sustainability of the Private Commercial Banks in Bangladesh	<p>Nasreen Sultana Senior Lecturer</p> <p>Afroja Akter Lecturer Faculty of Business Administration Eastern University, Dhaka, Bangladesh</p>
Environmental Sustainability- Challenges and Responses: A Comparative Study On Oil Companies in India	<p>Dr. Bidhu Bhusan Mishra Prof.& Head Dept. of Business Administration Utkal University Bhubaneswar, India.</p> <p>Sri Abhijit Mohanty Research Scholar Dept. of Business Administration Utkal University Bhubaneswar, India</p>
The role of an Industry Association in facilitating Sustainable Development – The contribution of the Confederation of Indian Industry Sohrabji Godrej Green Business Centre (CII-GBC) in enabling improved environmental performance of the Indian Industry	<p>Prof. L. Ramakrishnan, Distinguished Professor Centre of Sustainability Management IndSearch, Pune, India</p> <p>S. Raghupathy Executive Director CII Sohrabji Godrej Green Business Centre (CII-GBC), Hyderabad, India</p> <p>Dr. Ashok R. Joshi Director, IndSearch, Pune, India</p>

Does Spoils System Spoil Governance: Evidence from Nepal

Shiva Hari Adhikari
Training and Research Officer
Nepal Administrative Staff College,
Nepal

Abstract

This paper empirically evaluates whether the spoils system of recruitment affects governance system in Nepal. Similarly, it also aims to investigate the effect of spoils system in corruption. By conducting a survey of N=273, the paper examines and shows casual links between spoils system, poor governance, and corruption. After controlling for experience of bribery, future intention of bribery, political affiliation, family member a government employee, and family member a politician, the multivariate regressions have been run. Findings suggest that the spoils system not only worsens the governance but also increases the corruption. Therefore, there is a need to vitalize formal governance system to make the state institutions more accountable, responsive and ethical by insisting merit based recruitment and promotion.

Key words: Governance, corruption, spoils system

“Factors Influencing the Sustainability of the Private Commercial Banks in Bangladesh”

Nasreen Sultana
Senior Lecturer
Faculty of Business Administration
Eastern University, Dhaka
Bangladesh

Afroja Akter
Lecturer
Faculty of Business Administration
Eastern University, Dhaka
Bangladesh

Abstract

Sustainability becomes a prime concern for banks to avoid experiencing risks. To some extent, it is now regulatory requirement to be sustainable in terms of financial, economical and environmental issues. In this study, we have tried to explore the factors influencing the sustainability of the private commercial banks in Bangladesh. From the literature and focused group discussions, we have selected 40 variables. 400 mid-level employees have been chosen as sample based on a bare minimum of 10 observations per variable. Factor analysis is used to analyse and to draw findings. It has been found that ten factors namely environmental and social responsibility, ethical banking, compliance with legal responsibility; superior financial performances, economic condition etc. are the major influencers of sustainability.

Keywords: Sustainability, Banking industry, Economical factors, Environmental factors, Financial factors

Environmental Sustainability - Challenges and Responses: A Comparative Study on Oil Companies in India

Dr. Bidhu Bhusan Mishra

Professor & Head
Dept. of Business Administration
Utkal University
Bhubaneswar, India

Sri Abhijit Mohanty

Research Scholar
Dept. of Business Administration
Utkal University
Bhubaneswar (India)

Abstract

Oil and Gas sector is a critical component of the Indian economy. India was the fourth largest consumer of crude oil and petroleum products in the world in 2013. The massive expansion in the oil sector has adversely affected the environment. The purpose of this study is to identify the environmental challenges of this sector by highlighting the corrective measures to overcome these challenges for environmental sustainability. The five major Oil and Gas companies in India are considered in this study to assess their management approaches towards environmental sustainability. 150 managers comprising 30 each were interviewed to assess their approaches towards air pollution, water conservation, noise pollution, solid waste generation, effluent management, oil spillage and ecosystem conservation in Indian oil industry.

Keywords: Sustainability, Oil and Gas industry, Management approaches, Environmental pollution

The Role of an Industry Association in Facilitating Sustainable Development – The Contribution of the Confederation of Indian Industry Sohrabji Godrej Green Business Centre (CII-GBC) in Enabling Improved Environmental Performance of The Indian Industry

Prof. L. Ramakrishnan,
Distinguished Professor
IndSearch Centre of
Sustainability Management
(i-cosm),
IndSearch, Pune, India

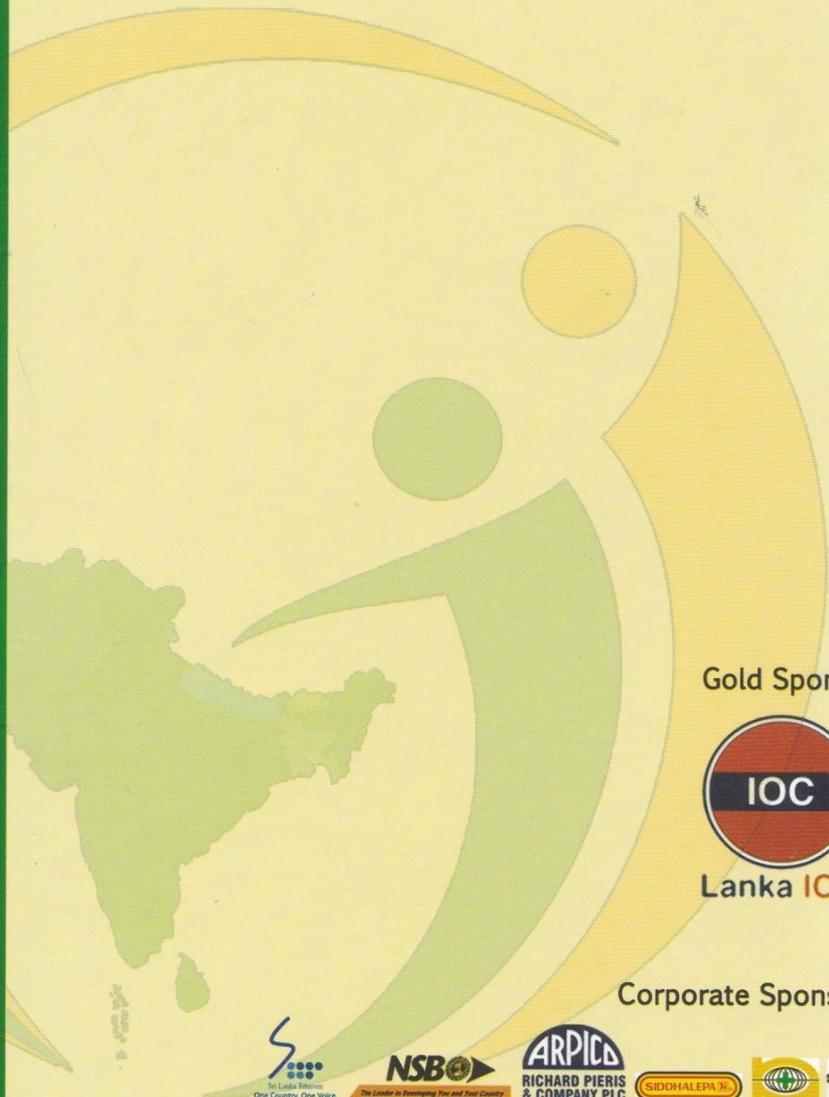
S. Raghupathy
Executive Director
CII Sohrabji Godrej Green
Business Centre (CII-GBC),
Hyderabad, India

Dr. Ashok R. Joshi
Director,
Indian Institute of Cost and
Management Studies and
Research (IndSearch),
Pune, India

ABSTRACT

The Confederation of Indian Industry (CII) has been pioneering environmental management among its members for about twenty years, through its two centres of excellence, namely (a) ITC Centre of Excellence for Sustainable Development (CII-CESD), New Delhi, and (b) Sohrabji Godrej Green Business Centre (CII-GBC), Hyderabad. This paper discusses the pioneering efforts, including the “GreenCo” rating of the industry, which is first of its kind in the world, taken by CII-GBC in greening the Indian Industry. CII-GBC provides a wealth of accessible information on the experience of the Indian Industry in energy efficiency, climate change, carbon accounting, renewable energy, water efficiency, waste management, green buildings, and other green imperatives of business; these cases are useful to students of Sustainable Development.

Key Words: Sustainable Development, Indian Industry, Environmental Management, GreenCo, CII-GBC

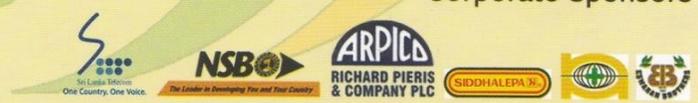


Gold Sponsor



Lanka IOC

Corporate Sponsors



Exclusive Print Media Sponsors



Educational Media Partner



Institute of Certified Professional Managers
No. 29/24, Visakha Lane, Colombo 04, Sri Lanka.
Tel: +94 11 2590995
E-mail: directorcpm@cpmsrilanka.org