<table>
<thead>
<tr>
<th>Name of the Journal</th>
<th>Vol./Issue</th>
<th>Month &amp; Year</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harvard Business Review</td>
<td>09/09</td>
<td>September, 2014</td>
<td>3</td>
</tr>
<tr>
<td>Human Resource Development Review</td>
<td>13/02</td>
<td>June, 2014</td>
<td>6</td>
</tr>
<tr>
<td>India Quarterly</td>
<td>70/03</td>
<td>September, 2014</td>
<td>7</td>
</tr>
<tr>
<td>Indian Journal of Finance</td>
<td>08/08</td>
<td>August, 2014</td>
<td>9</td>
</tr>
<tr>
<td>Indian Journal of Gender Studies</td>
<td>21/02</td>
<td>June, 2014</td>
<td>10</td>
</tr>
<tr>
<td>Indian Journal of Marketing</td>
<td>44/08</td>
<td>August, 2014</td>
<td>12</td>
</tr>
<tr>
<td>Intereconomics</td>
<td>49/04</td>
<td>July-August, 2014</td>
<td>13</td>
</tr>
<tr>
<td>International Journal of Cross Cultural Management</td>
<td>14/01</td>
<td>April, 2014</td>
<td>14</td>
</tr>
<tr>
<td>IUP Jr. of Accounting Research and Audit Practice</td>
<td>13/03</td>
<td>July, 2014</td>
<td>15</td>
</tr>
<tr>
<td>IUP Jr. of Applied Finance</td>
<td>20/03</td>
<td>July, 2014</td>
<td>16</td>
</tr>
<tr>
<td>IUP Jr. of Corporate Governance</td>
<td>13/03</td>
<td>July, 2014</td>
<td>17</td>
</tr>
<tr>
<td>IUP Jr. of Financial Risk Management</td>
<td>11/02</td>
<td>June, 2014</td>
<td>18</td>
</tr>
<tr>
<td>IUP Jr. of Information Technology</td>
<td>10/02</td>
<td>June, 2014</td>
<td>19</td>
</tr>
<tr>
<td>IUP Jr. of Knowledge Management</td>
<td>12/03</td>
<td>July, 2014</td>
<td>20</td>
</tr>
<tr>
<td>IUP Jr. of Organizational Behavior</td>
<td>13/03</td>
<td>July, 2014</td>
<td>21</td>
</tr>
<tr>
<td>Journal of Applied Corporate Finance</td>
<td>26/02</td>
<td>Spring, 2014</td>
<td>22</td>
</tr>
<tr>
<td>Journal of Leadership &amp; Organizational Studies</td>
<td>21/02</td>
<td>May, 2014</td>
<td>23</td>
</tr>
<tr>
<td>Journal of Management (JOM)</td>
<td>40/05</td>
<td>July, 2014</td>
<td>25</td>
</tr>
<tr>
<td>Journal of Marketing &amp; Communication</td>
<td>10/01</td>
<td>May-August, 2014</td>
<td>26</td>
</tr>
<tr>
<td>Lahore Journal of Economics</td>
<td>19/01</td>
<td>Jan.-June, 2014</td>
<td>27</td>
</tr>
<tr>
<td>Management &amp; change</td>
<td>18/01</td>
<td>Summer, 2014</td>
<td>28</td>
</tr>
<tr>
<td>Prabandhan</td>
<td>07/08</td>
<td>August, 2014</td>
<td>29</td>
</tr>
<tr>
<td>Smart Manager, The</td>
<td>13/04</td>
<td>July-August, 2014</td>
<td>30</td>
</tr>
<tr>
<td>South Asian Economic Journal</td>
<td>15/01</td>
<td>March, 2014</td>
<td>32</td>
</tr>
<tr>
<td>Teaching Statistics</td>
<td>36/02</td>
<td>Summer, 2014</td>
<td>34</td>
</tr>
<tr>
<td>Vikalpa</td>
<td>39/02</td>
<td>April-June, 2014</td>
<td>35</td>
</tr>
<tr>
<td>Vision</td>
<td>18/02</td>
<td>June, 2014</td>
<td>36</td>
</tr>
</tbody>
</table>
SPOTLIGHT ON MANAGING ACROSS BORDERS

54 Contextual Intelligence  Best practices simply don’t travel well across borders. Global businesses must learn how to adapt. Tarun Khanna

66 What’s Your Language Strategy?  Companies that hope to penetrate multiple markets and coordinate work among them must factor language skills into the hiring, training, assessment, and promotion of talent. Tsedal Neeley and Robert Steven Kaplan

73 Voices from the Front Lines  Executives from Michelin, Telefónica, Hitachi, and Honeywell share their experiences managing global organizations.
THE BIG IDEA

Profits Without Prosperity
Executives are using massive stock buybacks to manipulate share prices and boost their own pay—at great cost to innovation and employment.
William Lazonick

Digital-Physical Mashups
Companies need to catch up with their customers—by fusing brick-and-mortar operations with online ones.
Darrell K. Rigby

The Danger from Within
The most common cybersecurity safeguards are designed to fend off outsiders. But what about people who exploit legitimate access to your systems? David M. Upton and Sadie Creese

37 HOW I DID IT
The CEO of Williams-Sonoma on Blending Instinct with Analysis
Analytics creates a more relevant, personalized experience for the company's 57 million customers. Laura Alber

99 THE GLOBE
A Chinese Approach to Management
The entrepreneurs that prevail in China's turbulent market are masters of improvisation, flexibility, and speed. Thomas Hout and David Michael

America's preeminent home retailer uses data to make smarter decisions.
Departments  September 2014

19 STRATEGY
Sharing's Not Just for Start-Ups
Traditional companies are finding ways into the collaborative economy.
PLUS How to identify and empower the real experts on your team, and collective leadership capabilities that drive M&A success

26 DEFEND YOUR RESEARCH
Just Thinking You Slept Poorly Can Hurt Your Performance
A new study reveals the powerful effects of perception.

30 VISION STATEMENT
The Chart That Organized the 20th Century
A look back at railroads and the birth of decentralized management

32 STRATEGIC HUMOR

COLUMNS
34 DENISE M. MORRISON
Bringing forth the courage to change
36 GEORGE HALVORSON
The power of "us"

105 MANAGING YOURSELF
Work + Home + Community + Self
Balance is bunk. To reduce stress and increase your sense of fulfillment, you need to skillfully integrate the four domains of your life.
Stewart D. Friedman

109 CASE STUDY
Is It Ever OK to Break a Promise?
Approached by a headhunter with the job of his dreams, an MBA student weighs his loyalty to the firm that sponsored his degree.
Neil Bearden

114 SYNTHESIS
Do customers let companies mine their personal data because they just don't care—or are companies willfully misleading them about the trade-offs? Scott Berinato

117 EXECUTIVE SUMMARIES

120 LIFE'S WORK
J. Craig Venter The biologist who led the for-profit effort to sequence the human genome shares his thoughts on commercializing science.
Contents

Editorial
Guest Editorial: Progressing Diversity in HRD Theory and Practice 127
Jannine Williams and Sharon Mavin

Theory and Conceptual Articles
A Review of Diversity Conceptualizations: Variety, Trends, and a Framework 133
John Qin, Nuttawuth Muenjohn, and Prem Chhetri

Obstacles to Success in the Workplace for People With Disabilities: A Review and Research Agenda 158
Mukta Kulkarni and Mark L. Lengnick-Hall

Changing Demographics and the Shifting Nature of Careers: Implications for Research and Human Resource Development 181
Sean T. Lyons, Eddy S. Ng, and Linda Schweitzer

A Conceptual Model of Organizations as Learning-Performance Systems: Integrative Review of Lean Implementation Literature 207
Meera Alagaraja

Foundations and Philosophy of HRD
“How” Narratology Narrows the Organizational Theory–Practice Gap 234
Brian C. Glibkowski, Lee McGinnis, James Gillespie, and Abby Schommer

Reviewers List
Volume 12 Reviewers List 263
Contents

Articles

Liberal Peace and South Asia
Bhumitra Chakma

BIMSTEC at 17: An Assessment of its Potential
Sampa Kundu

Mediating War and Peace: Mass Media and International Conflict
Teresa Joseph

Coping with Climate Change: India–EU Cooperation on Renewable Energy and Clean Technology
Dinoj Kumar Upadhyay

Utilisation of Natural Resources in Nigeria: Human Right Considerations
Oyeniyi O. Abe

Book Reviews


Bhatia, Rajiv, Singh, Swaran and Marwah, Reena. 2014. 
*Transforming South Asia: Imperatives for Action*  
Reviewed by Obja Borah Hazarika  
276

*A Great Clamour: Encounters with China and its Neighbours*  
Reviewed by Atul K. Thakur  
279

Jayatilleka, Dayan. 2013. 
*Long War, Cold Peace, Conflict and Crisis in Sri Lanka*  
Reviewed by Kingsley M. de Silva  
281
<table>
<thead>
<tr>
<th>CONTENTS</th>
<th>Authors</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital-Market Liberalization is Certainly no Paragon of Virtues: A Theoretical Review</td>
<td>Parag Chandra, Saptorshee Kanto Chakraborty</td>
<td>27</td>
</tr>
<tr>
<td>A Brief Mapping of Theory and Evidence of Investors' Behavioural Biases</td>
<td>Deepa Mangala, Mamta Sharma</td>
<td>44</td>
</tr>
<tr>
<td>Grading and Risk-Adjusted Performance of Indian IPOs</td>
<td>Harendra Singh, C. G. Sastry</td>
<td>57</td>
</tr>
</tbody>
</table>
Contents

Articles

Evaluation of Gender and Equity Issues Under Sarva Shiksha Abhiyaan 157
Vimala Ramachandran and Prerna Goel Chatterjee

Gender in International Relations: Feminist Perspectives of J. Ann Tickner 179
Seema Narain

Nurturing an Alien Pregnancy: Surrogate Mothers, Intended Parents and Disembodied Relationships 199
Anindita Majumdar

Gender-based Violence among Documented Rohingya Refugees in Bangladesh 225
Shamima Akhter and Kyoko Kusakabe

Women Component Plan at the Village Panchayat Level in Kerala: Does it Live Up to its Promise? 247
Nisha Velappan Nair and John S. Moolakkattu

Exploring ‘Empowerment’ and ‘Agency’ in Ronald Dworkin’s Theory of Rights: A Study of Women’s Abortion Rights in India 277
Nupur Ray
**Book Reviews**

Srilu Roy, *Remembering Revolution: Gender, Violence and Subjectivity in India’s Naxalbari Movement* 313
Reviewed by Swati Parashar

Barbara Reeves-Ellington, Kathryn Kish Sklar and Connie A. Shemo (Eds), *Competing Kingdoms: Women, Mission, Nation and the American Protestant Empire, 1812–1960* 317
Reviewed by T.J. Tallie

**New Resources**

Compiled by Meena Usmani and Akhlaq Ahmed 323
<table>
<thead>
<tr>
<th>CONTENTS</th>
<th>Authors</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aligning Core Brand Values (CBV) and Corporate Social Responsibility (CSR) to Enhance Corporate Brand Equity (CBE): A Non-Monetary Approach</td>
<td>Shiva Nandan, Monica Nandan</td>
<td>21</td>
</tr>
<tr>
<td>Revisiting Marketing Strategies for MSMEs in the Resilient Business Environment</td>
<td>Kulbhushan Chandel, Nitya Sharma</td>
<td>32</td>
</tr>
<tr>
<td>Understanding Rural Buying Behaviour: A Study with Special Reference to FMCG Products</td>
<td>Gyan Prakash, Pramod Pathak</td>
<td>43</td>
</tr>
</tbody>
</table>

6 Indian Journal of Marketing • August 2014
Intereconomics

Review of European Economic Policy

Editorial

Debora Revoltella The European Investment Crisis 182

Forum

Designing a European Unemployment Insurance Scheme

László Andor Basic European Unemployment Insurance – The Best Way Forward in Strengthening the EMU’s Resilience and Europe’s Recovery 184

Sebastian Dullien The Macroeconomic Stabilisation Impact of a European Basic Unemployment Insurance Scheme 189

H. Xavier Jara, Holly Sutherland The Effects of an EMU Insurance Scheme on Income in Unemployment 194

Daniel Gros A Fiscal Shock Absorber for the Eurozone? Insurance with Deductible 199

Articles

European Central Bank

Ansgar Belke Monetary Dialogue 2009-2014: Looking Backward, Looking Forward 204

Sovereign Bond Markets

David Cronin Interaction in Euro Area Sovereign Bond Markets During the Financial Crisis 212

Youth Unemployment

Dennis Tamesberger, Heinz Leitgöb, Johann Bacher How to Combat NEET? Evidence from Austria 221

Financial Crisis

Aldis Austers How Great Is Latvia’s Success Story? The Economic, Social and Political Consequences of the Recent Financial Crisis in Latvia 228

Letter from America

Barry Eichengreen The ECB Tries Again 239

Contents

Editorial

Cross-cultural management from the South: What a difference global dynamics make 3
Terence Jackson

Articles

Cultural fit and ethnic background in the job interview 7
Hege Haavik Bye, Jari Gytre Horverak, Gro Mjeldheim Sandal, David Lackland Sam and Fons JR van de Vijver

Methodology meets culture: Relational and Guanxi-oriented research in China 27
Anton Kriz, Evert Gummesson and Ali Quazi

Workplace bullying across cultures: A research agenda 47
Kathryn JL Jacobson, Jacqueline N Hood and Harry J Van Buren III

New approaches in cross-cultural management research: The importance of context and meaning in the perception of management styles 67
Jean-Pierre Dupuis

Cross-cultural management of money: The roles of ethnicity, religious affiliation, and income levels in asset allocation 85
Rosalie L Tung, Chris Baumann and Hamin Hamin

Organizational practices across cultures: An exploration in six cultural contexts 105
Ronald Fischer, Maria Cristina Ferreira, Eveline Maria Leal Assmar, Gulfidan Baris, Gunes Berberoglu, Figen Dalyan, Corbin C Wong, Arif Hassan, Katja Hanke and Diana Boer

Book review

Why critical intercultural communication studies are to be taken seriously in cross-cultural management research? 127
Thomas K Nakayama and Rona Tamiko Halualani (eds), reviewed by Laurence Romani and Marie-Thérèse Claes
Contents

Focus 5

Designing a Course Curriculum on Environmental Accounting: Viewpoint of Indian Stakeholders 7
Balram Choubey and J K Pattanayak

The Impact of IFRS Adoption on the Financial Activities of Companies in India: An Empirical Study 25
Rahul Kamath and Ruchir Desai

Kawalpreet Singh Chhabra and J K Pattanayak

Using the Benford Datasets and the Reddy and Sebastian Results to Form an Audit Alert Screening Heuristic: An Appraisal 56
Edward J Lusk and Michael Halperin
Foreword

Entry, Concentration and the Process of Competition:
Early Days of Deregulating Private Banking Industry in India
K V Bhanu Murthy and Ashis Taru Deb

Option Pricing Models of Private Equity Valuation: A Comparative Analysis
Ashish Kumar Garg and Kundan Kumar

An Evaluation of Tracking Error on World Indices ETFs Traded in India
Harsh Purohit, Nidhi Choudhary and Parul Tyagi

Short-Term Integration Dynamics of Developing and Developed Stock Markets: Evidence from India, China, US and European Markets
Rajni Kant Rajhans and M K Singh

Stock Futures and Volatility Quotient: The Indian Scenario
Sheetal Kapoor

Measurement and Determinants of Competition in
Private Banking Industry in India During 1992-2002
K V Bhanu Murthy and Ashis Taru Deb

Endogenous Benchmarking of Mutual Funds: Some Indian Evidence
Ram Pratap Sinha

Testing the Efficiency of Price-Earnings Ratio in Constructing Portfolio
Ruzbeh J Bodhanwala
Contents

Focus

The Effect of Board Size on Underpricing of IPOs: Indian Evidence
Rekha Handa and Balwinder Singh

Corporate Financial Reporting on the Internet:
A Survey of Websites of Listed Companies in Pakistan
Zainab Alam and Kashif Rashid

Options Are a CEO's Best Friend:
Executive Compensation in Swedish Listed Corporations
Sven-Olof Yrjö Collin, Lina Gustafsson, Emma Petersson and Elin Smith
Contents

Focus

A Credit Scoring Model for Microfinance Bank Based on Fuzzy Classifier Optimized by a Differential Evolution Algorithm
Ibtissem Baklouti

A Comparative Performance Evaluation of Private Sector and Public Sector Equity Funds of India
Kshama Agarwal and Prema Patwa

Order Imbalance and Returns: Evidence of Lead-Lag Relationship
Nikhil Rastogi, V N Reddy and Kiran Kumar Kotha

Modeling the Conditional Heteroscedasticity and Leverage Effect in the BSE Sectoral Indices
Sajjad Ahmad Bhat and Md Zulquar Nain
## Contents

**Focus**  
5

**Performance-Centric Cloud-Based e-Learning**  
Narayan A Joshi  
7

**e-Commerce and Its Structural Development in India: An Analysis**  
G V Chalam and K Siva Nageswara Rao  
17

**A Framework for Improving e-Services Utilization in Rural Areas**  
Puneet Kumar, Dharminder Kumar and Rajesh Sharma  
36

**Precursors to Electronic Word-of-Mouth: An Exploration of Factors That Influence Mobile Phone-Related Online Communication Behavior Among University Students**  
Sumangla Rathore, Avinash Panwar and Jitendra Shreemali  
47
Contents

Focus 5

Supporting Investment Advisors:
A Knowledge Management Framework
for Client and Prospect Intelligence 7
Amitava Ghosh and Ambuj Mahanti

Knowledge Sharing Orientation
and Its Relationship with Business Performance:
A Structural Equation Modeling Approach 17
Sandeep Vij and Rayees Farooq

The Development of Knowledge in Portugal:
A Slow and Unsustainable Progress 42
Margarida M S Chagas Lopes

Towards an Integrative Model for Management
of Organization’s Total Innovation:
Insights from the Strategic-Process View 61
Arash Najmaei
Contents

Focus 5

Shiv Kumar Sharma and Shipra Agrawal

Impact of Human Resources Management Practice and Perceived Organizational Support on Job Satisfaction: Evidence from Yanbu Industrial City, KSA 33
Abdulmonem AlZalabani and Rajesh S Modi

Emotional Intelligence as a Predictor of Work-Family Conflict Among School Teachers in North Central Province in Sri Lanka 53
U W M R Sampath Kappagoda

Impact Index: A New Tool for Improving Organization's Performance 69
P Guna Saketh, Swaroop Chetan M, Mrunalini R Ghantewad and Madhumita Das
In This Issue: Regulation and Capital Markets

A Message from the Editor
Executive Summaries

Pick Your Poison—Fragmentation or Market Power? An Analysis of RegNMS, High Frequency Trading, and Securities Market Structure
Craig Pirrong, University of Houston

Systematic Policy and Forward Guidance at the Fed
Charles L. Plosser, Federal Reserve Bank of Philadelphia

Another Look at Bookbuilding, Auctions, and the Future of the IPO Process
Zhaozhi Chen, University of Virginia; Alan D. Morrison, University of Oxford; William J. Wilhelm, Jr., University of Virginia and Lingnan College, Sun-Yat-Sen University

Economic Growth and Inequality: Why It Matters and What’s Coming Next
Chris Pinney, High Meadows Institute

Is There a Better Way to Examine Income Inequality?
Ron Schmidt, University of Rochester

A South African Success Story: Excellence in the Corporate Use of Capital and Its Social Benefits
Brian Kantor, Investec Wealth & Investment and David Holland, David Holland Consulting

Attracting Long-Term Investors Through Integrated Thinking and Reporting: A Clinical Study of a Biopharmaceutical Company
Andrew Knauer and George Serafeim, Harvard Business School

Mechanisms of Board Turnover: Evidence From Backdating
Frederick L. Bereskin, University of Delaware, and Clifford W. Smith, Jr., University of Rochester

Do Bond Covenants Affect Borrowing Costs?
Martin Fridson, Lehmann, Livian, Fridson Advisors LLC; Xiaoyi Xu, FridsonVision LLC; Ruili Liu, FridsonVision LLC; Yinqiao Yin, Bond Street Group

The Decision to Repurchase Debt
Timothy Kruse, Xavier University; Tom Noel and Steven K. Todd, Loyola University Chicago

More Evidence That Corporate R&D Investment (and Effective Boards) Can Increase Firm Value
Jamie Y. Tong, University of Western Australia and Feida (Frank) Zhang, Murdoch University

2013 Nobel Prize Revisited: Do Shiller’s Models Really Have Predictive Power?
Brian Kantor and Christopher Holdsworth, Investec Securities and University of Cape Town
# Contents

**Special Issue: Psychological Capital**  
**Guest Editors:** Fred Luthans and Bruce J. Avolio

## Articles

<table>
<thead>
<tr>
<th>Title</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brief Summary of Psychological Capital and Introduction to the Special Issue</td>
<td>125</td>
</tr>
<tr>
<td><em>Fred Luthans and Bruce J. Avolio</em></td>
<td></td>
</tr>
<tr>
<td>Advancing OB Research: An Illustration Using Psychological Capital</td>
<td>130</td>
</tr>
<tr>
<td><em>Carolyn M. Youssef-Morgan</em></td>
<td></td>
</tr>
<tr>
<td>The Left Side of Psychological Capital: New Evidence on the Antecedents of PsyCap</td>
<td>141</td>
</tr>
<tr>
<td><em>James B. Avey</em></td>
<td></td>
</tr>
<tr>
<td>Development of Cross-Cultural Psychological Capital and Its Relationship With Cultural Intelligence and Ethnocentrism</td>
<td>150</td>
</tr>
<tr>
<td><em>Rebecca J. Reichard, Maren Dollwet, and Joha Louw-Potgieter</em></td>
<td></td>
</tr>
<tr>
<td>The Relationship Between Positive Psychological Capital and Global Mindset in the Context of Global Leadership</td>
<td>165</td>
</tr>
<tr>
<td><em>Gretchen Vogelgesang, Rachel Clapp-Smith, and Joyce Osland</em></td>
<td></td>
</tr>
<tr>
<td>Psychological Capital: A Test of Measurement Invariance Across 12 National Cultures</td>
<td>179</td>
</tr>
<tr>
<td><em>Tara Wernsing</em></td>
<td></td>
</tr>
<tr>
<td>Building the Leaders of Tomorrow: The Development of Academic Psychological Capital</td>
<td>191</td>
</tr>
<tr>
<td><em>Brett C. Luthans, Kyle W. Luthans, and James B. Avey</em></td>
<td></td>
</tr>
<tr>
<td>Organizational Psychological Capital of Family Franchise Firms Through the Lens of the Leader–Member Exchange Theory</td>
<td>200</td>
</tr>
<tr>
<td><em>Esra Memili, Dianne H. B. Welsh, and Eugene Kaciak</em></td>
<td></td>
</tr>
</tbody>
</table>
## Contents

### Essays

<table>
<thead>
<tr>
<th>Title</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identities and Identifications in Organizations: Dynamics of Antipathy, Deadlock, and Alliance</td>
<td>215</td>
</tr>
<tr>
<td>Jaco Lok and Hugh Willmott</td>
<td></td>
</tr>
<tr>
<td>Embodied Mind Knowledge in Leadership Practice: Creating Space in Patterned Thoughts and Behaviors</td>
<td>231</td>
</tr>
<tr>
<td>Amaranta E. A. Karssiens, Claartje van der Linden, Celeste P. M. Wilderom, and Elfi Furtmueller</td>
<td></td>
</tr>
<tr>
<td>Taboo Topics: Structural Barriers to the Study of Organizational Stigma</td>
<td>242</td>
</tr>
<tr>
<td>Bryant Ashley Hudson and Gerardo A. Okhuysen</td>
<td></td>
</tr>
<tr>
<td>Place and Sense of Place: Implications for Organizational Studies of Sustainability</td>
<td>254</td>
</tr>
<tr>
<td>Greig Tor Guthey, Gail Whiteman, and Michael Elmes</td>
<td></td>
</tr>
</tbody>
</table>

### Meet the Person

<table>
<thead>
<tr>
<th>Title</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Evolution of the Communities of Practice Approach: Toward Knowledgeability in a Landscape of Practice—An Interview with Etienne Wenger-Trayner</td>
<td>266</td>
</tr>
<tr>
<td>Omid Omidvar and Roman Kislov</td>
<td></td>
</tr>
</tbody>
</table>

### Non-Traditional Research

<table>
<thead>
<tr>
<th>Title</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Practising Uncertainty in the Face of Large-Scale Disease Outbreaks</td>
<td>276</td>
</tr>
<tr>
<td>Gordon Müller-Seitz</td>
<td></td>
</tr>
<tr>
<td>Playing the Cards: Using Collaborative Artifacts With Thin Categories to Make Research Co-Generative</td>
<td>294</td>
</tr>
<tr>
<td>Arne Carlsen, Gudrun Rudningen, and Tord F. Mortensen</td>
<td></td>
</tr>
</tbody>
</table>

### Dialog

<table>
<thead>
<tr>
<th>Title</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Why French Pragmatism Matters to Organizational Institutionalism</td>
<td>314</td>
</tr>
<tr>
<td>Julia Brandl, Thibault Daudigeos, Tim Edwards, and Katharina Pernkopf-Konhäusner</td>
<td></td>
</tr>
<tr>
<td>Toward a Situated Stance in Organizational Institutionalism: Contributions From French Pragmatist Sociology Theory</td>
<td>319</td>
</tr>
<tr>
<td>Eva Boxenbaum</td>
<td></td>
</tr>
<tr>
<td>Methodological Positionings and Perspectives: Comparing Economics of Convention With the Institutional Logics Approach</td>
<td>324</td>
</tr>
<tr>
<td>Rainer Diaz-Bone</td>
<td></td>
</tr>
<tr>
<td>Family Affairs: Drawing on Family Logic and Familiar Regime of Engagement to Contrast “Close-Up” Views of Individuals in Conventionalist and Institutionalist Reasoning</td>
<td>328</td>
</tr>
<tr>
<td>Bernadette Bullinger</td>
<td></td>
</tr>
<tr>
<td>The Competent Actor: Bridging Institutional Logics and French Pragmatist Sociology</td>
<td>333</td>
</tr>
<tr>
<td>Katharina Pernkopf-Konhäusner</td>
<td></td>
</tr>
</tbody>
</table>

### Provocations & Provocateurs

<table>
<thead>
<tr>
<th>Title</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Editor’s Introduction</td>
<td>338</td>
</tr>
<tr>
<td>Denny Gioia</td>
<td></td>
</tr>
<tr>
<td>Let’s Get Serious! . . . Really?</td>
<td>339</td>
</tr>
<tr>
<td>Charles C. Manz</td>
<td></td>
</tr>
</tbody>
</table>
Guest Editorial

Academics and Practitioners Are Alike and Unlike: The Paradoxes of Academic–Practitioner Relationships
Jean Marie Bartunek and Sara Lynn Rynes 1181

Articles

Exploring the Nature of Power Distance: Implications for Micro- and Macro-Level Theories, Processes, and Outcomes
Michael A. Daniels and Gary J. Greguras 1202

Shareholder Activism: A Multidisciplinary Review
Maria Goranova and Lori Verstegen Ryan 1230

A Conceptual and Empirical Review of the Structure of Assessment Center Dimensions
John P. Meriac, Brian J. Hoffman, and David J. Woehr 1269

Innovation and Creativity in Organizations: A State-of-the-Science Review, Prospective Commentary, and Guiding Framework
Neil Anderson, Kristina Potočnik, and Jing Zhou 1297

Getting to the “COR”: Understanding the Role of Resources in Conservation of Resources Theory
Jonathon R. B. Halbesleben, Jean-Pierre Neveu, Samantha C. Paustian-Underdahl, and Mina Westman 1334

Serving the Self From the Seat of Power: Goals and Threats Predict Leaders’ Self-Interested Behavior
Melissa J. Williams 1365

Within-Person Variability in Job Performance: A Theoretical Review and Research Agenda
Reeshad S. Dalal, Devasheesh P. Bhave, and John Fiset 1396

Exchanging Social Information Across Cultural Boundaries
Elizabeth C. Ravlin, Anna-Katherine Ward, and David C. Thomas 1437

Managing Concealable Stigmas at Work: A Review and Multilevel Model
Kristen P. Jones and Eden B. King 1466
Indian Television Reality Shows & Brand Placements: A Study Conducted in Kolkata
Broadcast media is a medium which not only is a source of entertainment to the people

11-18
Affective and Cognitive Factors of Television Advertisement: A Study Conducted on Children
This research paper has tried to explain the children’s attitude towards television

19-26
A Study on Attitudinal Behavior and Purchase Intention with reference to Cause Related Marketing
The Public Affairs Council’s 2012 consumer pulse survey showed

27-34
Retail Clues and Customer Experience
Retailing is turning experiential, providing a joyful experience to

35-43
Conceptual Construct of the Relationship Between Antecedents and Consequences of Need for Uniqueness (NFU) and Its Impact on Adolescents' Consumer Decision Making Process
In an all-black dress code night out for a group of girls, more often than

44-54
A Study of Brand Awareness, Brand Preference & Brand Loyalty towards LAKME in Silchar
The word "brand" is derived from the Old Norse brandr meaning

55-59
Brand Awareness in Advertising- A Study of Rural Consumer Market in North East India
In today’s vibrant and competitive environment, customers are continuously

Ground Realities

60-66
How to Market TV Serials and Successful Ones? A Diagnostic Study
The rising power of women has been recognized now and marketing departments

Book Review

67-68
Understanding India: Cultural Influences on Indian Television Commercials
Indian television commercials as shown on TV have undergone tremendous changes
Determinants of School Choice: Evidence from Rural Punjab, Pakistan
Hamna Ahmed and Sahar Amjad Sheikh  1

The Impact of Exchange Rate Volatility on Trade: A Panel Study on Pakistan’s Trading Partners
Abdul Jalil Khan, Parvez Azim, and Shabib Haider Syed  31

The Effect of Trade Liberalization on Firm Entry and Exit in Punjab, Pakistan
Marjan Nasir  67

Can Analysts Really Forecast? Evidence from the Karachi Stock Exchange
Haris Bin Jamil, Aisha Ghazi Aurakzai, and Muhammad Subayyal  91

Terms-of-Trade Volatility and Inflation in Pakistan
Kiran Ijaz, Muhammad Zakaria, and Bashir A. Fida  111

The Efficiency of Foreign Exchange Markets in Pakistan: An Empirical Analysis
Rizwana Bashir, Rabia Shakir, Badar Ashfaq, and Atif Hassan  133
ARTICLES

Foreword: Responsible Management  Jonas Haertle

Sustainability in Business: Moving Beyond Narrow Efforts and Integrating Sustainability into the Business Curriculum  Gurram Gopal

Role of Corporate Citizenship in Achieving MDGs: A Study on the Asian Countries  Sudipta Mondal

Environmental Management Plan for Satellite Town of Gurgaon  Santanu Kumar Ghosh

Key Drivers Of Sustainability Reporting: A Study In Indian Perspective  Deepak Malik

Mediating Role of Intellectual Capital and Competitive Advantage on the Relation between CSR and Financial Performance  Mukesh Saxena, Niraj Sharma

Inculcating Social Responsibility At Goa Institute Of Management (GIM)  Ranjani Matta, Priyanka Jain, Ankur Roy

Ranjani Swamy
## CONTENTS

### ENVIRONMENT MANAGEMENT

Managerial Perceptions of a Low Carbon Economy: A Study  
Sujit Dutta  
Sujit Kumar Roy  

### HUMAN RESOURCE MANAGEMENT

Analysis of Performance Appraisal Systems Used in the Manufacturing Industries of Punjab  
Rajiv Khosla  
Ramandeep Saini  

### HUMAN RESOURCE MANAGEMENT

Job Satisfaction of Workers: An Empirical Study in the Manufacturing Sector of Punjab  
Amardeep Kaur Ahluwalia  
Kamal Preet  

### TOURISM MANAGEMENT

Need of Marketing of India as a Tourist Destination: Evaluation of India's Performance in Tourism  
Amitabh Mishra  
Nisha Kant Ojha
innovation
co-creation for better governance
Christian Bason, MindLabs, presents a global perspective on involving citizens in designing better solutions for the public welfare system.

cover story

the family tale
The Inheritors
* Nadia Chauhan, Parle Agro.
* Punit Lalbhai, Arvind Limited.
* Lara Balsara, Madison World.

Theory
* Openness: Taking family business to a new level
* Does family premium matter?
* A complex tapestry
corporate malpractice
a grey area
Doing business in an environment fraught with corruption and risk is a formidable prospect. James Owen and Kamalpriya Jain, Control Risks, look through the Indian kaleidoscope.

strategy
cross borders with diligence
J Bruce Harrell and Stephen P Bradley, Harvard Business School, shed light on aligning strategy and execution with local cultures and mindsets.

gurumantra
be future ready
No matter how certain your future appears, succession planning is a crucial part of every business, believes our resident guru Mogen Witzel, Exeter Business School.

coercion
power play
Social media has given a new dimension to coercive power, observes, Dr Michael Scholl, Homburg & Partner.

smart manager case contest
Resolve a management dilemma, get published, and win your share of Rs. 3,60,000.*

in the throes of transition
Should Parvati Laboratories let go of its flagship fabric whitener brand to branch out into other detergent categories?
By K R Senthilvelkumar, Jansons School of Business.
Expert comment by Steve Jones, author of Brand Like a Rock Star and Start You Up.

*Total annual cash prize, subject to terms & conditions.
Contents

Research Articles

Intra-regional FDI and Economic Integration in South Asia: Trends, Patterns and Prospects
Prema-chandra Athukorala 1

The Role of Expenditure Components in Nepal’s Import from India
Birendra Bahadur Budha 37

Does the Institutional Quality Matter to Attract the Foreign Direct Investment? An Empirical Investigation for Pakistan
Mohsin Hasnain Ahmad and Qazi Masood Ahmed 55

Growth Effects of Industrial Clusters: Evidence and Implications for India
M.R. Narayana 71

Estimating the Impact of the India–ASEAN Free Trade Agreement on Indian Industries
Ranajoy Bhattacharyya and Avijit Mandal 93

Book Reviews

Willem Thorbecke and Wen-jen Hsieh (Eds), Industrial Restructuring in Asia: Implications of the Global Economic Crisis Reviewed by Satyaki Roy 115

Maharajakrishna Rasgotra (Ed.), Science and Technology in China—Implications and Lessons for India Reviewed by V.S. Seshadri 118
Indra Nath Mukherji and Kavita Iyengar (Eds), *Deepening Economic Cooperation between India and Sri Lanka*
Reviewed by Ashani Abayasekara 122

CUTS International, *Reforming Non-tariff Barriers—Case for a Participatory Approach in South Asia*
Reviewed by Indra Nath Mukherji 126

Ramaa Vasudevan (Ed.), *Things Fall Apart: From the Crash of 2008 to the Great Slump*
Reviewed by Arvind Kumar 130
Editorial

As we write this editorial we have just received the sad news of the death of Professor Vic Barnett, who has had a major role in the existence of Teaching Statistics, and we send our condolences to his family. A fuller obituary will appear in a later issue of Teaching Statistics.

In this issue we feature an article by Laura Taylor and Kirsten Doehler; this looks at the ways some of the now very well established online polling technology can be used in teaching, both in terms of data analysis and illustrating sampling concepts. We then have a collection of articles and letters regarding the Birthday "Paradox". Anyone tempted to assume that this problem had been exhausted will find this material illuminating. Whilst the problem is set out and alternative conceptualisations are presented, the correspondence clearly illustrates just how tricky conditional probability remains even in the best studied problems. Fernando de Maio looks at using regression in major questions of inequality and social structure which help sociology students understand and appreciate the importance of quantitative modelling and analysis. We then have an article on another well studied probability "paradox", the Monty Hall problem. This one however considers the problem in a prose form, and proposes an isomorphism which suggests that the problem may be more than a mere curiosity. It would be interesting to receive submissions regarding other such isomorphisms. Finally, there is as usual the excellent Statistical Diversions column.
A SPECIAL ISSUE ON
THE 3rd INDIAN ACADEMY OF MANAGEMENT CONFERENCE, 2013

PERSPECTIVES
Marketing Thought in India: Challenges of Hegemony and Inclusivity
Rohit Varman

RESEARCH
To Work or Not to Work: Construction of Meaning of Work and Making Work Choices
M V Anuradha, E S Srinivas, Manish Singhal, and S Ramnarayan

The Role of Cognitive Appraisal in Work-Family Experiences of Indian IT Employees
Mousumi Padhi and Snigdha Pattnaik

Factors Affecting the Work Attitudes of Indian Re-entry Women in the IT Sector
Bharathi Ravindran and Rupashree Baral

Patriarchal Beliefs, Women's Empowerment, and General Well-being
Preeti S Rawat

Three-Factor Model of Employee Passion: An Empirical Study in the Indian Context
Niharika Gaan and Kalyani Mohanty

Exploring Victims' Experiences of Workplace Bullying: A Grounded Theory Approach
Mariam Ciby and R P Raya

How does Organizational Justice Influence Job Satisfaction and Organizational Commitment? Explaining with Psychological Capital
Abhishek Kumar Totawar and Ranjeet Nambudiri

Examining PCB-Outcomes Relationship: Moderating Role of Individualism
Upasna A Agarwal

Volunteering: The Role of Individual-level Psychological Variables
Dharma Raju Bathini and Neharika Vohra

The Emergence of an Organizational Field: The Case of Open Source Software
Abhoy K Ojha and Ravi Anand Rao
Contents

Articles

Factors of Management Education in India as Perceived by Learners and Providers: An Empirical Study
Debarshi Mukherjee
73

Peer Interaction and Its Influence on Family Purchase Decision: A Study among Indian Teenagers
Rashmi Singh and J.K. Nayak
81

A Study of the Participation of the Private Sector Companies of India in Corporate Social
Responsibility Activities through Conjoint Analysis
Sumona Ghosh
91

Critical Review of Literature

Survey of Qualitative Research Methodology in Strategy Research and Implication for Indian Researchers
Sandip Mukhopadhyay and Rajen K. Gupta
109

Management Case

Sadakalo: Marketing of Traditional Fashion in the Modern Fashion Industry
Jashim Uddin Ahmed, Md. Humayun Kabir Chowdhury, Mohammad Jasim Uddin and Mirza M. Ferdous
125

Case Analysis

Sadakalo: Marketing of Traditional Fashion in the Modern Fashion Industry
Mohammad Almsgir Hossain, Shahzada M. Imran, Tajmin Hassan Chowdhury,
Moinuddin Md. Rahat Sobhan and Rakib Jafar
137

Book Reviews

Debra L. Nelson, James Campbell Quick and Preetam Khandelwal, Organizational Behaviour:
A South Asian Perspective
Reviewed by Aakanksha Sehgal
145

Viktor Mayer-Schönberger and Kenneth Cukier, Big Data:
A Revolution That Will Transform How We Live, Work and Think
Reviewed by Wallace Jacob
146
H. Sadhak, *Pension Reform in India: The Unfinished Agenda*  
Reviewed by S. Veena Iyer

Reviewed by Anshu Sharma