

## **Library & Information Services**

## **Current Contents**



## **CONTENT**

ISSUE – 28

| Name of the Journal                              | Vol./ Issue | Month & Year     | Page No. |
|--|-------------|------------------|----------|
| Abhigyan   | 33/03       | Oct. – Dec. 2015 | 3        |
| Advances in Developing Human Resources           | 17/04       | November 2015    | 4        |
| Asian Journal of Management                      | 04/02       | July – Dec. 2015 | 5        |
| Financial Planning Journal                       | 03/04       | December 2015    | 6        |
| Global Business and Economic Review              | 04/02       | July – Dec. 2015 | 7        |
| Global Business Review                           | 16/06       | December 2015    | 8        |
| Harvard Business Review                          | 11/01-02    | Jan. – Feb. 2016 | 10       |
| IIM Kozhikode Society & Management Review        | 04/02       | July 2015        | 13       |
| IIMB Management Review                           | 27/04       | December 2015    | 14       |
| India Quarterly                                  | 71/04       | December 2015    | 15       |
| Indian Accounting Review                         | 19/02       | December 2015    | 17       |
| Indian Economic and Social History Review        | 52/04       | Oct Dec. 2015    | 18       |
| Indian Journal of Finance                        | 10/01       | January 2016     | 20       |
| Indian Journal of Industrial Relations           | 52/02       | October 2015     | 21       |
| IUP Journal of Applied Finance                   | 22/01       | January 2016     | 23       |
| IUP Journal of Business Strategy                 | 12/04       | December 2015    | 24       |
| IUP Journal of Financial Risk Management         | 12/04       | December 2015    | 25       |
| IUP Journal of Supply Chain Pulse                | 12/04       | December 2015    | 26       |
| Journal of Health Management                     | 17/04       | December 2015    | 27       |
| Journal of Leadership & Organizational Studies   | 22/04       | November 2015    | 29       |
| Journal of Management (JOM)                      | 41/07       | November 2015    | 30       |
| Journal of World Economic Review                 | 10/02       | July – Dec. 2015 | 31       |
| Margin: The Journal of Applied Economic Research | 09/04       | November 2015    | 32       |
| MIT Sloan Management Review                      | 57/01       | Fall 2015        | 33       |
| Prabandhan: Indian Journal of Management         | 09/01       | January 2016     | 36       |
| Productivity                                     | 56/03       | Oct Dec. 2015    | 37       |
| Smart Manager, The                               | 14/06       | Nov. – Dec. 2015 | 38       |
| Voice of Research                                | 04/03       | December 2015    | 40       |

## ontents

| Mandatory Corporate Social Responsibility Obligation in India:  |       |
|---|-------|
| Issues, Challenges and Opportunities  | 1-15  |
| - Ambrish Gupta   |       |
|   |       |
|   |       |
| 10  |       |
| ew Allies for BRICS – Egypt or Indonesia  | 16-27 |
| - Parneet Kaur  |       |
| - Kiranjot Kaur   |       |
|   |       |
|   |       |
|   |       |
| se of Smartphone-based Messaging Applications:  |       |
| An Extended Theory of Planned Behaviour Approach  | 20 /1 |
| - Himanshu Rajput   | 20-41 |
| - minansna kajpat   |       |
|   |       |
|   |       |
| Consisted Analysis of Heathird Departure of Conding in E. Madestina   | 42.50 |
| <ul> <li>mpirical Analysis of Unethical Practice of Cookies in E-Marketing</li> <li>Satinder Kumar</li> </ul> | 42-56 |
|   |       |
| - Rishi Raj Sharma  |       |
|   |       |
|   |       |
| Op  |       |
| ublic Awareness and Reforms Expected about Various Scams in India   |       |
| that Nurtures Business Environment  | 57-67 |
| - J. Anitha   |       |
| - Nikitha Natarajan   |       |
|   |       |
|   |       |
|   |       |
| ugmenting Supply Chain Linkage with the Abet of Cooperation   | 68-81 |
| - Vipul Chalotra  |       |
|   |       |
|   |       |
|   |       |
| ook Scan  | 82    |



411

## **Contents**

Green HRD: The Greening of Society and the Implications for Human Resource Development Theory and Practice

Issue Editor: Ellen Scully-Russ and Maria Cseh

The Contours of Green Human Resource Development

## **Preface**

| Ellen Scully-Russ   |     |
|---|-----|
| Articles  |     |
| Greening HRD: Conceptualizing the Triple Bottom Line for<br>HRD Practice, Teaching, and Research<br>Claire Valentin   | 426 |
| Communicating Climate Change Risk and Enabling<br>Pro-Environmental Behavioral Change Through Human Resource<br>Development<br>Eugene Sadler-Smith  | 442 |
| Changing Cities, Changing Culture: The Challenges and<br>Opportunities for HRD in Urban Sustainability<br>Lisa Benton-Short and Maria Cseh  | 460 |
| Green Jobs Career Pathways: A Qualitative Study of the Early<br>Startup Experiences of Two Federally Funded Green Jobs Training<br>Partnerships in the United States<br>Ellen Scully-Russ | 473 |
| Testing the Existence of a Green Contract: An Exploratory Study David McGuire and Marie-Line Germain  | 489 |
| Developing the Next Generation of Globally Responsible Leaders:<br>Generation Y Perspectives and the Implications for Green HRD<br>Sue Williams and Sharon Turnbull                       | 504 |
|   |     |

## **ASIAN JOURNAL OF MANAGEMENT**

Volume 4 • Number 2 • July-December 2015

# CONTENTS

| Sustainable Desertification Management through Ecological Indicators:          | 113-141 |
|--|---------|
| A Study of Gwalior Division  |         |
| S. P. Singh, M. Mishra & Deepak Tripathi                                       |         |
| Community Participation For Rural Development In India  D. Pulla Rao           | 143-153 |
| Financial Resource Mobilization Strategies in India V. Gnaneshwar              | 155-173 |
| Rural Social Work Practice: Prospectives and Implications <i>Nanjunda D.C.</i> | 175-181 |

## Financial Planning Journal



## Unlocking Home Equity During Silver Years by Reverse Mortgage

Reverse Mortgage, which was introduced as a tool to fund retirement by unlocking the homeowner's equity, has not gained popularity in India due to low awareness and mindsets that look upon real estate as a piece of property to be handed down to heirs. Its perception as a complex product and the tedious procedure involved has not helped matters. If properly marketed and with some of the wrinkles ironed out, it can serve as a valuable retirement fund.

Abhinav Gulechha, CFPCM

### **EDITOR SPEAK**

We do not have a universal social security system in place and the elderly in India are largely left dependent on their children or have to fend for themselves. There are more than 100 million people over the age of 60 and this number is expected to double over the next few years.

Ranjeet S Mudholkar, CFPCM

### CHARTER MEMBER SPEAK

Preparing for retirement is a subjective matter and to a large extent it depends on an individual's earning capacity and priorities in life. It is only now that people are becoming aware of the need to prepare for retirement while they are still working and earning.

Vikaas M Sachdeva CEO, Edelweiss Asset Management

READER'S FORUM

## TRENDING TERMS

We bring you the latest terms, slangs and jargon from the world of finance

### RETIREMENT HOMES

Retirement homes are Special Purpose Projects which are specifically designed to suit the needs of senior citizens. It is suitable for those who stay alone, away from their family

Anil Rego, CEO & Founder, Right Horizons

### INTERVIEW

28

Sriram Kalyanaraman,

MD & CEO, National Housing Bank Talks about the Reverse Mortgage Loan and the

hugely ambitious 'Affordable Housing for All'

### **EQUITY INVESTING**

Conventional wisdom says that retirees should avoid investing in equities and go for fixed income securities. But should they really avoid them?

Arnav Pandya, CFPCM

### INVESTING FOR PENSION

The NPS is a step forward in creating a uniform pension system in the country. But it is still work-in-progress; what are the other alternatives?

Kartik Jhaveri, CFP<sup>CM</sup>

### ANNUITY OPTIONS

An annuity provides the closest thing to a regular income, mimicking a salary. Whether to opt for an annuity or a lumpsum amount is a dilemma that many retirees struggle with.

Girish Aswani, CFPCM

### PLANNER'S DIARY

Planning for a senior citizen is different from that for a younger person. For seniors, there is a overwhelming need for financial security and emotional bonding.

Amit Kukreja, CFPCM

### BOND INVESTMENTS

Basel III Perpetual bonds have features which are different from that of other perpetual bonds. If properly understood by the Financial Planning community they can serve as sound investment options

Joydeep Sen, CFPCM

### SENIORS' HEALTH INSURANCE

For a senior citizen choosing the right health cover is very important. Some insurance companies have started offering health covers for retirees and senior citizens but they need to pick and choose with care.

Vivek Pathak, CFPCM

5 EVENTS

43

48

57 TAX QUERY CORNER

53 EDUCATION PARTNERS'

56 CONTINUOUS EDUCATION QUIZ

## GLOBAL BUSINESS AND ECONOMIC REVIEW

Volume 4

Number 2

**July-December 2015** 

## **CONTENTS**

| Hospitals: Pre and Post the Universal Health Care  | Preecha Asavadachanukorn<br>Saowaros Yaisawarng &<br>Suthathip Yaisawarng | 1//-189 |
|--|---|---------|
| An Application of Augmented Monetary Conditions Index (MCI) in Thailand                      | Wai-Ching Poon  | 191-201 |
| Mutual Funds in India-Emerging Trends  | J. N. Mukhopadhyay &<br>Veena Vishwanathan                                | 203-219 |
| Web Site Accessibility: A Study of Eight Industries' Web Sites                               | Chai Lee Goi  | 221-234 |
| FDI-Trade Nexus: Empirical Analysis on ASEAN-5   | Jerome Swee-Hui Kueh<br>Chin-Hong Puah, Evan Lau &<br>Shazali Abu Mansor  | 235-245 |
| The Key Adoption Factors of E-banking Service in Malaysia                                    | Wai-Ching, Poon<br>Gun-Fie David, Yong &<br>Woon-Har Pauline, Lam         | 247-260 |
| Liquidity Management of the US Free Banks During the Antibellum Period                       | Abdus Samad   | 261-271 |
| The Impact of Quality Control Circles (QCCs) on<br>Operations Processes: A Case Study        | Salaheldin Ismail Salaheldin  | 273-284 |
| Corporate Downsizing, Survivors, and<br>Employability-related Issues in Europe               | Franco Gandolfi   | 285-295 |
| Application of Fault Tree Analysis to the Service<br>Process: Service Tree Analysis Approach | Youngjung Geum, Sungjoo Lee<br>Yongtae Park & Hyeonju Seol                | 297-311 |
|  |   |         |

## **Global Business Review**

## **Contents**

## **Articles**

| Gender Differences at Work: Experiencing Human Resource<br>Management Policies in Lebanese Firms<br>Hussein N. Ismail and Lama Nakkache   | 907  |
|---|------|
| Oil Price Shocks and Nigeria's Macroeconomy: Disentangling the Dynamics of Crude Oil Market Shocks Christopher N. Ekong and Ekpeno L. Effiong   | 920  |
| Motives and Determinants of FDI: A VECM Analysis for Oman Omer Ali Ibrahim and Sufian Eltayeb Mohamed Abdel-Gadir   | 936  |
| Empirical Validity of Value Added Intellectual Coefficient<br>Model in Indian Knowledge-based Sector<br>Shantanu Kumar Ghosh and Santi Gopal Maji   | 947  |
| A Study of the Mentees' Perspective of the Informal Mentors' Characteristics Essential for Mentoring Success Gowri Joshi and Chandrima Sikdar   | 963  |
| Linking Perceived Organizational Support to Organizational Trust<br>and Commitment: Moderating Role of Psychological Capital<br>Amit Shukla and Himanshu Rai                                | 981  |
| Retail Participation in Health Insurance: A Model of Consumer Preferences K.T. Thomas and R. Sakthivel  | 997  |
| Configurations of Resources, Strategy, Structure and Environment in Young High-technology Firms: Evidence from Qualitative Comparative Analysis Krishna Chandra Balodi and Shubhabrata Basu | 1012 |

| Interrelationship between Total Quality Management and Six Sigma: A Review Vishal Singh Patyal and K. Maddulety  | 1025 |
|--|------|
| Understanding the Indo-Japan Economic Relations in the Asia-Pacific Century<br>Munim K. Barai, Rabi Narayan Kar and Niti Bhasin                            | 1061 |
| A Decade of Lean in Healthcare: Current State and Future Directions Yash Daultani, Atanu Chaudhuri and Sushil Kumar  | 1082 |
| Parent's Opinion of Children's Influence in Purchase Decisions: A Comparative Analysis between Rural and Urban Delhi Dharminder Kumar Batra and Akhter Ali | 1100 |
| Efficiency Assessment Parameters of Public Sector Banks in India<br>Poonam Singh and Kanhaiya Singh  | 1112 |
| Financial Crisis and Stock Market Integration: An Analysis of Select Economies Aman Srivastava, Shikha Bhatia and Prashant Gupta                           | 1127 |
| Case Study   |      |
| Designing and Creating Global Economic/Business Regions: A Case Study of the Rio Grande Valley Region Ufot B. Inamete                                      | 1143 |
| Case Analysis/Discussant   |      |
| Designing and Creating Global Economic/Business Regions: A Case Study of the Rio Grande Valley Region Arnab K. Deb   | 1165 |

Visit gbr.sagepub.com

Free access to tables of contents and abstracts.



## SPOTLIGHT ON THE EMOTIONAL ORGANIZATION

## 54 ORGANIZATIONAL CULTURE

Manage Your Emotional Culture It's a vital component of

what makes organizations tick. Sigal Barsade and Olivia A. O'Neill

## 64 PSYCHOLOGY The Limits of **Empathy**

Empathy is widely touted as a critical leadership tool, but too much of a good thing can cause individual and organizational performance to suffer. Adam Waytz

## **70 MANAGING PEOPLE Collaborative Overload**

Heavy and uneven demands from colleagues can lead to burnout or a lack of engagement. Rob Cross, Reb Rebele, and Adam Grant

## 76 LEADERSHIP **Can Your Employees Really Speak Freely?**

Despite your intentions, you may be shutting them down-and missing critical information as a result. James R. Detert and Ethan R. Burris

ABOVE Paul Villinski Epigram, 2007 Aluminum (found cans), soot, wire



42

## THE BIG IDEA

The Biology of Corporate Survival

Company life spans are shrinking in the face of an increasingly complex business environment. Natural ecosystems hold lessons about adaptation and robustness. Martin Reeves, Simon Levin, and Daichi Ueda

84

## INNOVATION

The Innovative Power of Criticism

Conventional ideation can create a bewildering sea of ideas. Here's how to make sense of them—and capture big opportunities. *Roberto Verganti* 

92

## TECHNOLOGY

Algorithms Need Managers, Too

Though they're powerful predictive tools, algorithms can run amok if you don't understand how to apply them.

Michael Luca, Jon Kleinberg, and Sendhil Mullainathan

## Departments January-February 2016





The personality traits that hold us back page 24

## IN EVERY ISSUE

- 10 From the Editor
- 16 Interaction
- 32 Vision Statement
- 34 Strategic Humor
- 112 Executive Summaries

## **IDEA WATCH**

### 20 ENTREPRENEURSHIP

## **How Unicorns Grow**

Companies like Uber are growing at unprecedented rates, but does that guarantee long-term success? PLUS Americans' struggle to take—and disengage during—vacations, the real relationship between comp consultants and CEO pay, and more

## 28 **DEFEND YOUR RESEARCH**

## To Stop Bad Behavior, Display a Virtuous Quote

Can advertising your values insulate you from unethical requests?

## 35 HOW I DID IT

## The Founder of TOMS on Reimagining the Company's Mission

The leader's sabbatical reflection took the company in a surprising direction. Blake Mycoskie

## **EXPERIENCE**

## 100 MANAGING YOURSELF

## **Secrets of the Superbosses**

Why some executives excel at grooming future leaders Sydney Finkelstein

## 105 CASE STUDY

## When Tragedy Strikes the Supply Chain

After a factory collapse in Bangladesh, an apparel company weighs relocating production to China. Ram Subramanian

## 110 SYNTHESIS

## **Generations United**

Looking past the myths about today's workforce *Gretchen Gavett* 

## 116 LIFE'S WORK

## **Neil deGrasse Tyson**

The astrophysicist on balancing his TV career with his day job



Learn to nurture talent with the superboss playbook. page 100

## IIM Kozhikode Society & Management Review

Volume 4 Number 2 July 2015

## **C**ontents

## **Articles**

| An Economist's Perspective on Match-fixing and Self-sabotage in Contests  Bibhas Saha  | 77  |
|--|-----|
| Court Backlogs and Crime in India<br>Sofia Amaral and Siddhartha Bandyopadhyay   | 86  |
| Impact of Microfinance on Poor Women: Lessons from Sabarkantha, Gujarat<br>Arpita Amarnani and Neeraj Amarnani   | 92  |
| Information and Communication Technology in Microfinance Sector:<br>Case Study of Three Indian MFIs<br>Vijeta Singh and Puja Padhi                                       | 106 |
| Analysis of Aadhaar: A Project Management Perspective<br>Rupesh Kumar Pati, Vipin Kumar and Nishtha Jain   | 124 |
| Ecotourism and Empowerment: A Case Analysis of Bhitarkanika Wildlife Sanctuary, Odisha, India<br>Madhumita Das and Bani Chatterjee                                       | 136 |
| Perspectives   |     |
| Road to Sustainable SHG-Bank Linkage Programme: Formulating Strategies for Managing<br>Credit Risk with Respect to Rural Bengal<br>Sayanee Nayak Aluni and Saptarshi Ray | 146 |
| Regenerating Forests Through People's Participation: How Far Has the Joint Forest Management (JFM) Worked?  H. S. Shylendra  | 152 |
| Note   |     |
| Should Flexibility Matter? A Poor Consumer's Perspective of Flexible Micro Loans  Rahul Kumar Sett   | 166 |
|  |     |

## $IIMB^{\text{Management}}_{\text{Review}}$

Volume 27 Issue 4

December 2015

## **CONTENTS**

| Editorial   |     |
|---|-----|
| Nagasimha Balakrishna Kanagal   | 211 |
| Synopses  | 214 |
| Pair Copula Constructions to Determine the Dependence Structure of Treasury Bond Yields Marcelo Brutti Righi, Sergio Guilherme Schlender and Paulo Sergio Ceretta | 216 |
| A Study on the Impact of Investment Experience, Gender, and Level of Education on Overconfidence and Self-Attribution Bias  K.C. Mishra and Mary J. Metilda       | 228 |
| Do Commitment Based Human Resource Practices Influence Job Embeddedness and Intention to Quit?  Debjani Ghosh and L. Gurunathan                                   | 240 |
| Microfinance Clients' Awareness Index: A Measure of Awareness and Skills of Microfinance Clients<br>Vinita Kalra, H.P. Mathur and P.V. Rajeev                     | 252 |
| Round Table: Financial Inclusion: Policies and Practices Thankom Arun and Rajalaxmi Kamath  | 267 |
| Thankom Afun and Kajataxim Kamatii  | 207 |
| Book Review   |     |
| Oxford India Short Introductions Pathways to Economic Development Amitava Krishna Dutt, 2014, New Delhi: Oxford University Press. Pages: 211. Rs 295              |     |
| Oxford India Short Introductions International Trade and India  |     |
| Partha Pratim Pal, 2014, New Delhi: Oxford University Press. Pages: 244. Rs 295   |     |
| Sudeshna Ghosh  | 288 |

## **India Quarterly**

## A Journal of International Affairs

## Volume 71 Number 4 December 2015

## **Contents**

## **Articles**

| India in a Future World: Reflections of an Indian Diplomat<br>Eric Gonsalves  | 287 |
|---|-----|
| Dynamics of Pakistan's Disintegration: The Case of East Pakistan 1947–1971<br>Jagmohan Meher  | 300 |
| 'Good Policy' Gone Bad: Institutionalised Ranking of Citizens and Identity Conflicts<br>in Nigeria<br>Surulola James Eke            | 318 |
| Theatre for Community Development: Street Theatre as an Agent of Change<br>in Punjab (Pakistan)<br>Tahmina Rashid                   | 335 |
| Deconstructing 'Emerging Powers' and 'Emerging Markets': India and the United States in Global Governance  Laura Carsten Mahrenbach | 348 |
| Book Reviews  |     |
| Deepak Bhojwani. 2015.<br>Latin America, the Caribbean and India: Promise and Challenge<br>Reviewed by Carlos Duarte                | 365 |
| Kadloor Savitri. 2014.<br>Conflict Resolution and Peacebuilding: UN Engagement in Cambodia<br>Reviewed by Shubhamitra Das           | 366 |

| Antara Datta. 2013.   |     |
|---|-----|
| Refugees and Borders in South Asia: The Great Exodus of 1971                  | 369 |
| Reviewed by Amit Ranjan   |     |
| Amitav Acharya. 2013.   |     |
| Civilizations in Embrace—The Spread of Ideas and the Transformation of Power; |     |
| India and Southeast Asia in the Classic Age                                   | 37  |
| Reviewed by Rahul Mishra  |     |
| Dietmar Rothermund. 2014.   |     |
| Violent Traders: Europeans in Asia in the Age of Mercantilism                 | 373 |
| Reviewed by Saagar Tewari   |     |
| Amita Batra. 2013.  |     |
| Regional Economic Integration in South Asia: Trapped in Conflict?             | 376 |
| Reviewed by Maria Khan  |     |

Visit iqq.sagepub.com

Free access to tables of contents and abstracts.

## INDIAN ACCOUNTING REVIEW

Vol. 19 No. 2

December 2015

| CONTENTS   |        |       |
|--|--------|-------|
| Implications of IFRS on Corporate Financial Reporting In India: Empirical Evidence from Select Indian Compani — K. V. Achalapathi    | <br>es | 1–20  |
| Corporate Governance and Corporate Sustainability Linkages: Evidence from India  — Arpita Ghosh                                      |        | 21–45 |
| Examining Ethical Aspect of Behaviour of Accounting Students: An Empirical Study  — Prashant Singh & G. Soral                        |        | 46-62 |
| Social and Environmental Impact of Public and Private  Power Sector: Empirical Evidence from West Bengal  — J. K. Das & Mahadeb Paul | •••    | 63–85 |
| International Conference News  |        | 86-88 |

## The Indian Economic and Social History Review

| Volume LII                              | Number 4  | October-December        | er 2015 |
|---|---|-------------------------|---------|
|   | CONTENTS  |                         |         |
| CHINMAY TUMBE/ Towar                    | ds financial inclusion։ The լ                             | post office of India    |         |
| as a financial instituti                |   |                         | 409     |
|   | 'Failures': Municipal Gov                                 | ernance, Planning       | 420     |
| and Power in Colonia                    | n Deini, 1863–1910<br>s of Bengal coal mining in th       | ha ninataanth cantury   | 439     |
|   | eralogical knowledge and r                                |                         | 463     |
|   | indars, inheritance law and                               | ·                       |         |
|   | ovinces at the turn of the tv                             |                         | 501     |
| Review Article                          |   |                         |         |
| G. BALACHANDRAN/ Tran<br>A Review Essay | nsnational Histories and Sul                              | bcontinental Pasts:     | 533     |
| Book Reviews                            |   |                         |         |
|   | y, Decolonization in South Ass                            |                         |         |
|   | ce West Bengal by <b>Amar Far</b>                         |                         | 547     |
|   | Samira Sheikh, eds, After Tim                             |                         |         |
|   | enth Century North India by<br>The Changing Gaze: Regions |                         | 550     |
| of Early India by R                     |   | s and the Constructions | 554     |
|   | ats on the Indus by <b>Stewart</b> (                      | Gordon                  | 556     |
| 2 -                                     | nteenth-century Gujarat: The                              |                         | 330     |
| Political Economy                       |   |                         | 559     |
| •                                       | gotten Friends, Monks, Mari                               | riages and Memories     |         |
|   | oy <b>Malavika Kasturi</b>                                |                         | 561     |
|   | a, Pakistan, and Democracy:                               | C                       |         |
|   | and William Gould, Taylor C                               |                         |         |
| · · · · · · · · · · · · · · · · · · ·   | ds, From Subjects to Citizens                             | •                       | = ( )   |
| and Everyday State                      | in India and Pakistan by <b>An</b>                        | iusnay Malik            | 564     |

| Rama Sundari Mantena, The Origins of Modern Historiography          |     |
|---|-----|
| in India: Antiquarianism and Philology by Rakesh Pandey             | 569 |
| Kris Manjapra, Age of Entanglement: German and Indian Intellectuals |     |
| across Empire by Chandak Sengoopta                                  | 573 |
| Sujit Sivasundaram, Islanded: Britain, Sri Lanka & the Bounds of    |     |
| an Indian Ocean Colony by Frances Steel                             |     |
| L.L. (. V.L I II  | 570 |
| Index to Volume LII   | 579 |



## INDIAN JOURNAL OF FINANCE

**ISSUE NUMBER: 1** ₹ 350/-**JANUARY 2016 VOLUME: 10** CONTENTS **Productivity and Cost Efficiency** T. Narayanaswamy 8 of Commercial Banks in India A. P. Muthulakshmi **Financial Performance of the Luxury** Nidhi Jain **Neha Bothra** Market: A Study of Pre and Post **Financial Crisis 2007-08** Shalini Shukla **Performance of the Indian Banking** 41 **Industry: A Comparison of Public** and Private Sector Banks Pradhan Mantri Jan Dhan Yojana Yogesh Verma 56 (PMJDY): A Step Towards **Priyanka Garg Eradicating Financial Untouchability** 

## The Indian Journal of Industrial Relations

A Review of Economic & Social Development

**VOLUME 51** 

NUMBER 2

OCTOBER 2015

## **Contents**

## Articles

| Income Distribution, Employment Growth &                |                    |     |
|---|--------------------|-----|
| the Kaldor-Verdoorn Growth Facts                        | Satya Prasad Padhi | 173 |
| A Social Justice Score Card for                         | Rene Huyser &      |     |
| Dismissal Protection                                    | Paul Smit          | 187 |
| Rural Entrepreneurship through Restructuring            |                    |     |
| State Finances: A Note for Policy                       | Subrata Dutta      | 204 |
| Trade Unionism & Contract Workers in                    |                    |     |
| Selected Industries in Jamshedpur                       | Vinay Kumar        | 212 |
| Effective Utilization of Post-Assessment                | Seeta Gupta &      |     |
| Center Data of Organizations in India                   | A Uday Bhaskar     | 223 |
| The Evolving Profile of Human                           |                    |     |
| Resource Professionals in India                         | M. Srimannarayana  | 238 |
| Employee Grievances Handling for Ambulance              | Babu Thomas &      |     |
| Staff at GVK EMRI, Gujarat                              | Sameer Pingle      | 254 |
| Factors Influencing Work-life Balance of                | Srinivas Lakkoju & |     |
| Women Educators: a Case Study                           | R. Jeyalakshmi     | 267 |
| Predictors of Employee Engagement in Public &           |                    |     |
| Private Insurance Companies                             | Sugandh Rawal      | 285 |
| Role of Life Events Stress & Individualism-Collectivism | A.P. Singh, Amish  |     |
| in Predicting Job Satisfaction                          | & Nitu Singhi      | 300 |

| VOLUME 51                              | NUMBER 2                  | OCTOBER 201                | 15  |
|--|---------------------------|----------------------------|-----|
| Organizational Commitment: Some        |                           | Meera Shanker &            |     |
| Linkages with Emotional Intelligence   | acas amuna<br>acid altura | Omer Bin Sayeed            | 312 |
| Organizational Climate & Job Involve   | ment                      | Arvind Kaur Birdie &       |     |
| among Virtual Workers in Service Or    | ganizations               | Madhu Jain                 | 327 |
| Emotional Labor in Interactive Service | Anand S                   | Sharma, Prantosh Banerjee, |     |
| Roles in Indian Restaurants            |                           | Rama Shankar Yadav &       |     |
|  |                           | Sanket Sunand Dash         | 338 |



## Important Announcement

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# The IUP Journal of APPLIED FINANCE

| Vol. 22 No. 1  | January 2016 |
|--|--------------|
| FII Flow and Volatility Expectations in Indian Equity Markets<br>Suddhasanta De and Tanupa Chakrabarty   | 5            |
| The Market Microstructure Linkages of Emerging Options Market and Stock Market A Vinay Kumar   | 16           |
| Empirical Relationship Between Commodity,<br>Stock and Bond Prices in India: A DCC Model Analysis<br>Pratap Kumar Jena and Phanindra Goyari                  | 37           |
| The Pre-Open Call Auction Trading Mechanism and Its Efficiency:<br>A Study on BSE Sensex Stocks<br>T Mallikarjunappa and S N Harish                          | 50           |
| Islamic Banks' Resilience During the 2008 Financial Crisis:<br>Modeling Long-Memory Volatilities with Leverage Effect<br>Mohamed Fakhfekh and Nejib Hachicha | 62           |
| Determinants of Growth Rate in Gross Tax Revenue of Government of India: An Assessment Kiranjit Sett   | . 86         |



Vol. XII No. 4

December 2015

## Contents

| Focus  |  | 5  |
|--|--|----|
|  |  |    |
| Resource-Based Competence of Apple-Based Processing Units    |  |    |
| in Jammu and Kashmir   |  | 7  |
| Abid Sultan and Saurabh                                      |  |    |
|  |  |    |
| Assessing Corporate Performance with Measures of Value Added |  |    |
| as Key Drivers of Shareholder Wealth: An Empirical Study     |  | 19 |
| E Madhavi and M S V Prasad                                   |  |    |
|  |  |    |
| Inter-Firm Differences in the Sustainability Business Model: |  |    |
| A Study on Select Firms from Agri-Food and IT Companies      | (2) (1) (1) (1) (1) (1) (1) (1) (1) (1) (1 | 35 |
| Syeedun Nisa   | La Carrell                                 |    |
|  | 6.4  |    |
|  | 2. car                                     |    |
| Analytics – Some Ethical Dimensions                          |  | 56 |
| Rajan Mani   |  |    |



## The IUP Journal of Financial Risk Management

Vol. XII No. 4

December 2015

## Contents

| Focus | a constitution of the second |
|-------|------------------------------|
| Tocus |                              |

| Are Indian Stock Markets Weak-Form Efficient? |  |
|---|--|
| - Evidence from NSE and BSE Sectoral Indices  |  |
| Srinivasan Palamalai and M Kalaivani          |  |

The Volume-Returns Relationship in the Indian Stock Market

Mahender Yadav, Shalini Aggarwal and Simmi Khurana

The Efficient Market Hypothesis: A Critical Review of the Literature

Mehwish Naseer and Yasir bin Tariq

35

48



## The IUP Journal of Supply Chain Management

Vol. XII No. 4

December 2015

## Contents

| Focus  | 5   |
|--|-----|
|  |     |
| most refer to the last   |     |
| Optimization of Resources in Supply Chain by Linear Programming:   |     |
| A Case of India's MSME   | 7   |
| Lokesh Vijayvargy  |     |
|  |     |
|  |     |
| A Case Discussion on Vendor Selection in Public Distribution System  |     |
| in Odisha: A Multicriteria Decision-Making Approach  | 21  |
| Barada Prasanna Mohapatra and D K Mahalik  |     |
|  |     |
|  |     |
| Consumers and Product Returns in Reverse Supply Chain:   |     |
| A Literature Review  | 36  |
| Siddhartha Kushwaha  |     |
|  |     |
| Z Laurence de la companya della companya della companya de la companya della comp |     |
| Diff. D. H. C. Di. J. C. D. L. C. D. L. C.   | 4.5 |
| Bikanervala: A Delicious Blend of Traditional Recipes and Modern Systems   | 46  |
| Anita Kumar  |     |

## **C**ontents

## **Articles**

| Health Revolution: Paving Way for Empowering Rural Women in India<br>Sita Mishra   | 395 |
|--|-----|
| Utilization of Outpatient Health Care among the People of Rural Assam: A Case Study<br>Dipanjali Devi  | 407 |
| Performance Evaluation of Public Hospitals in Tamil Nadu: DEA Approach<br>V. Prakash and D. Annapoorni   | 417 |
| Knowledge, Attitude and Practice of Health Information System<br>Rajesh Kumar Sinha and Archana Sinha  | 425 |
| The Government-sponsored Health Insurance Schemes for the Gross  Domestic Healthiness  V. Pugazhenthi and C. Sunitha   | 438 |
| Physician Emotional Labour and Job Performance: The Mediating Effects of<br>Emotional Exhaustion<br>Yea-Wen Lin and Wei-Pin Chang  | 446 |
| Government Spending on Health in India: Some Hopes and Fears of Policy Changes<br>Shailender Kumar Hooda   | 458 |
| Economic Burden of Diabetes Management in the University Teaching Hospital in<br>South India<br>Sanjeev Singh, Unnikrishnan Ananth Govindan, Vinya Unnikrishnan, Vishnu Raghav<br>and Shijo Thakadiyal | 487 |

| Gender and Power: Women's Vulnerability to HIV/AIDS in India<br>Skylab Sahu | 495 |
|---|-----|
| Menarche and Menstruation in Rural Adolescent Girls in Maharashtra, India:  |     |
| A Qualitative Study   | 510 |
| Deepaniali Behera, Muthusamy Siyakami and Manas Ranian Behera               |     |

Visit jhm.sagepub.com

Free access to tables of contents and abstracts.

## **Contents**

Special Issue: Midwest Academy of Management

## **Midwest Special Issue Articles**

| Alpha and Omega: When Bullies Run in Packs Patricia A. Meglich and Andra Gumbus  | 377 |
|--|-----|
| Fred Luthans—The Anatomy of a 50-Year Academic Career: An Interview by Kenneth R. Thompson  Kenneth R. Thompson  | 387 |
| The Paradox of Organizational Rigidity: A Contingency Model for Information Processing During Times of Opportunity and Threat  Brandon William Soltwisch | 395 |
| From Stories to Schemas: A Dual Systems Model of Leaders' Organizational Sensemaking Robert Steinbauer, Nicholas D. Rhew, and H. Shawna Chen             | 404 |
| Andrew H. Van de Ven: Reflections on Current and Future Challenges in Engaged Scholarship Interview by Joy Peluchette and Megan W. Gerhardt              | 413 |
| Regular Issue Articles   |     |
| Getting to "Fair": Justice Interactions as Identity Negotiation  Cecily D. Cooper and Terri A. Scandura  | 418 |
| Organizing in the Age of Competition, Cooperation, and Collaboration  Charles C. Snow  | 433 |
| Judgments of Responsibility Versus Accountability  Jeremy Brees and Mark J. Martinko   | 443 |



Volume 41 Number 7 November 2015

## **CONTENTS**

| Articles  |      |
|---|------|
| Revisiting How and When Perceived Organizational Support Enhances<br>Taking Charge: An Inverted U-Shaped Perspective  |      |
| Meredith F. Burnett, Dan S. Chiaburu, Debra L. Shapiro, and Ning Li   | 1805 |
| Short- and Long-Term Performance Feedback and Absorptive Capacity Chanan Ben-Oz and Henrich R. Greve  | 1827 |
| Supervisory Responsiveness and Employee Self-Perceived Status and Voice Behavior Onne Janssen and Liping Gao  | 1854 |
| Responses to a Governance Mandate: The Adoption of Governance<br>Committees by NYSE Firms   |      |
| Carla D. Jones, Mengge Li, and Albert A. Cannella, Jr.  | 1873 |
| Getting Everyone on Board: The Effect of Differentiated Transformational Leadership<br>by CEOs on Top Management Team Effectiveness and Leader-Rated Firm Performance<br>Xin-an Zhang, Ning Li, Johannes Ullrich, and Rolf van Dick | 1898 |
| Leading Machiavellians: How to Translate Machiavellians' Selfishness Into Pro-Organizational Behavior Frank D. Belschak, Deanne N. Den Hartog, and Karianne Kalshoven   | 1934 |
| CEO Social Capital and Entrepreneurial Orientation of the Firm: Bonding and Bridging Effects  Qing Cao, Zeki Simsek, and Justin J. P. Jansen  | 1957 |
| Willing and Able: Action-State Orientation and the Relation Between Procedural Justice and Employee Cooperation  Marius van Dijke, David De Cremer, Lieven Brebels,   |      |
| and Niels Van Quaquebeke  | 1982 |
| Extraverts Engage in More Interpersonal Citizenship When Motivated to Impression Manage: Getting Along to Get Ahead?  |      |
| Dan S. Chiaburu, Adam C. Stoverink, Ning Li, and Xin-an Zhang   | 2004 |
| Call for Papers   |      |
| Global Work in the Multinational Enterprise: New Avenues and Challenges<br>for Strategically Managing Human Capital Across Borders  |      |
| David Allen, Yih-teen Lee, and Sebastian Reiche   | 2032 |

## The Journal of World Economic Review

Vol. 10

No. 2

(July-December 2015)

## **Contents**

| Foreign Direct Investment in the New Central and Eastern European   |                             |              |
|---|-----------------------------|--------------|
| EU Member States  |                             |              |
| ❖ Dimitrios Kyrkilis & Pe   | antelis Pantelidis          |              |
| Evaluation of Macroeconomic Models for Financial  * Gunnar Bårdsen, Kjert Dimitrios P. Tsomocos                     |                             | -136         |
| Population Changes in Mountainous Less Favored A Case-Study for the Pieria Region (Greece)  ❖ Ioannis E. Kyritsis & |                             | -147         |
| On Prices in Myrdal's Monetary Theory * Alexander Tobon   | 149                         | -161         |
| Political Alternations: Voter Deception or Voter Sa * Raphael SOUBEYRAN   |                             | <b>-17</b> 2 |
| The Cause of the Great Inflation: Interactions Between the Monetary Policymakers                                    | ween the Government and 173 | <b>-19</b> 3 |

## Margin—The Journal of Applied Economic Research

| Volume 9  | Number 4   | November 2015 |
|---|--|---------------|
| Articles  |  |               |
| Trade Credit, Bank Cr<br>for India?<br>Saibal Ghosh | redit and Crisis: Some Empirical Evidenc   | ee 3333       |
| _   | n Exclusionary Trans-Pacific Partnership<br>lture in the US and Japan<br>d Amanda M. Leister | 362           |
| Fiscal Multipliers for l<br>Sukanya Bose and N.R.   |  | 379           |
| Stock Market Efficience<br>Ronit Mukherji           | cy in Developing Economies   | 402           |
|   |  | ? 430         |

FALL 2015 • VOLUME 57 • NUMBER 1

## MITSIoan Management Review





## SPECIAL REPORT

DEVELOPING TOMORROW'S LEADERS: ENTERPRISE LEADERSHIP

## Developing the Next Generation of Enterprise Leaders

Aspiring corporate leaders first learn to build and implement visions for their individual business units. But as they advance in their careers, executives also must learn how to lead with an enterprise perspective.

BY DOUGLAS A. READY AND M. ELLEN PEEBLES

## DEVELOPING TOMORROW'S LEADERS: CORPORATE LEARNING

## Aligning Corporate Learning With Strategy

Too many corporate learning and development programs focus on the wrong things. A better approach to developing a company's leadership and talent pipeline involves designing learning programs that link to the organization's strategic priorities.

BY SHLOMO BEN-HUR, BERNARD JAWORSKI, AND DAVID GRAY

### **DEVELOPING TOMORROW'S LEADERS: THE TALENT PIPELINE**

## What High-Potential Young Managers Want

Today's talented young professionals have a different approach to their careers — and a very different attitude toward organizational loyalty — than earlier generations. Here's what you need to know to retain and develop these young managers.

BY MONIKA HAMORI, BURAK KOYUNCU, JIE CAO, AND THOMAS GRAF

## DEVELEOPING TOMORROW'S LEADERS: ESSAY

## 69 The Leaders' Choice

The next generation of business executives will face a choice: What kind of companies do they want to lead? Will they lead organizations that will treat most employees as costs to be minimized — or ones where both employees and the company prosper together?

BY THOMAS A. KOCHAN

ON THE COVER: AP Images, Getty Images, iStock; Courtesy of Novo Nordisk A/S, Workspring

# Heatunes

## **FEATURES**

### RISK MANAGEMENT

## 31 Preparing For Disruptions Through Early Detection

Unexpected events — ranging from extreme weather to product contamination — can easily disrupt business operations in today's complex, interconnected global economy. The good news? A company can substantially increase its resilience by improving its ability to detect — and respond to — disruptions quickly.

BY YOSSI SHEFFI

### INNOVATION STRATEGY

## 77 How Useful Is the Theory of Disruptive Innovation?

Few academic management theories have had as much influence in the business world as Clayton M. Christensen's theory of disruptive innovation. But how well does the theory describe what actually transpires in business?

BY ANDREW A. KING AND BALJIR BAATARTOGTOKH

### **OPINION**

## 96 Sharing Supply Chain Data In The Digital Era

Effectively managing and coordinating supply chains will increasingly require new approaches to data transparency and collaboration.

BY MICHAEL HU AND SEAN T. MONAHAN





## CORRECTION:

In the Spring 2015 issue, W. Scott Cameron, one of the coauthors of the article "What Successful Project Managers Do," was incorrectly listed as Scott W. Cameron.

ADDENDUM: Davide Nicolini, Maja Korica, and Keith Ruddle, who are the authors of the article "Staying in the Know" from the Summer 2015 issue, would like to add the following acknowledgment about the research for that article:

"The research was funded by the U.K. National Institute for Health Research (NIHR) as part of the Health Services and Delivery Research Programme (HS&DR project number 09/1002/36). The views and opinions expressed in the article are those of the authors and do not necessarily reflect those of the Department of Health or any of the following U.K. agencies: HS&DR, NIHR, National Health Service."

## MITSIoan Management Review

## ntelligence

- **QUICK TAKES** Notes on the effects of job hopping on career advancement, the role of proximity in innovation, competition that appears out of nowhere, creating consortia in contested and complex marketplaces plus other observations and ideas from this issue.
- 8 WHAT TO KNOW ABOUT LOCATING IN A CLUSTER
  As a study of two industry clusters in Denmark shows,
  factors that can make clusters attractive easy people
  movement and knowledge spillovers can also make
  it harder for individual companies to retain proprietary
  knowledge.
  - Willy C. Shih and Sen Chai
- HOW TO AVOID PLATFORM TRAPS Companies as diverse as Apple, Facebook, and Uber all have transformed industries through platform business models. But the increasing popularity of platform strategies masks a difficult truth: Such strategies are hard to execute well and are prone to several common pitfalls.
  - Carmelo Cennamo and Juan Santaló
- THE ART OF MANAGING COMPLEX
  COLLABORATIONS It's not easy for stakeholders
  with widely varying interests to collaborate effectively
  in a consortium. The experience of the Biomarkers
  Consortium offers five lessons on how to
  successfully navigate the challenges that arise.
  - Eric Knight, Joel Cutcher-Gershenfeld, and Barbara Mittleman

- CREATING EFFECTIVE DIALOGUE ABOUT CORPORATE SOCIAL RESPONSIBILITY Corporate social responsibility initiatives run the risk of being seen as insincere. However, there are ways that companies can thoughtfully and effectively engage with the public about social issues.
  - Laura Illia, Stefania Romenti, and Stelios Zyglidopoulos
- 25 HOW CUSTOMERS VIEW SELF-SERVICE
  TECHNOLOGIES There can be substantial differences between managers' and customers' perspectives on new self-service technologies and managers need to understand customers' expectations.
  - Sheryl E. Kimes and Joel E. Collier
- 27 SHOULD YOUR COMPANY EMBRACE COWORKING?
  The coworking movement developed to provide community and a collaborative working environment for independent and remote workers. It's a trend some established companies are learning from.
  - Gretchen M. Spreitzer, Lyndon E. Garrett, and Peter Bacevice

## THE 2015 RICHARD BECKHARD MEMORIAL PRIZE

The editors of *MIT Sloan Management Review* are pleased to announce the winners of the 2015 Richard Beckhard Memorial Prize, awarded to the authors of the most outstanding *MIT SMR* article on planned change and organizational development published from fall 2013 to summer 2014.

1 From the Editor Reflections on disruptions.

BY MARTHA E. MANGELSDORF

## 91 Executive Briefings

For detailed summaries of articles in this issue.



## PRABANDHAN: INDIAN JOURNAL OF MANAGEMENT

**VOLUME:9 ISSUE NUMBER: 1** ₹ 350/-**JANUARY 2016** CONTENTS STRATEGIC DECISION MAKING **Business Model Innovation:** Makhmoor Bashir 8 Past, Present, and the Future Rajesh Verma **EARNINGS MANAGEMENT** A Literature Review on Evolving Raghuveer Kaur **Earnings Management Techniques** Ashu Khanna **HUMAN RESOURCE MANAGEMENT** A Case on the HRM Model in One Indian Deepthi Merudi 29 **Based Japanese Trading Establishment HUMAN RESOURCE MANAGEMENT Skill Enhancement Through Training for Dattatraya Subhash Kute Employees in the Commercial Printing** Pooja Upadhyay

Industry

## Productivity

## Contents

| Business Model for CSR: Insights from Indian Philosophical Thoughts  — Mrunmayee Rath   |     | 219 |
|---|-----|-----|
| CSR: Shift Towards Philanthropic to Realistic Approach — Anupam Sharma  | ••• | 232 |
| Overview of Corporate Social Responsibilty in Indian Organization  — Rajeev Prabhakar and Sonam Mishra  | ••• | 242 |
| Consumer Awarness of CSR Initiatives in North India  — Abha   |     | 250 |
| Corporate Social Responsibility: Contribution of the Automobile Giants to the Social Cause — Aditi Vyas   |     | 259 |
| Ethical Value Positioning of Management Students  — Venkatesha Murthy and Sonali Bhattacharya   |     | 267 |
| Effect of Knowledge Management on Organizational Performance:  A Systematic Literature Review  — Ruchi Payal and Roma Mitra Debnath   | ••• | 274 |
| Impact of Farm Finance and Investment on Profitability of Farms in Tamilnadu — R. Kayalvizhi, M. Uma Gowri and T. R. Shanmugam  |     | 291 |
| Measurement of Technical Efficiency: A Comparative Study of Private and Foreign Sector Banks in India  — Simmi Arora and Pooja Sharma   |     | 301 |
| Agricultural Production in Uttar Pradesh in the New Economic Regime: An Empirical Analysis Based on Cobb Douglas Production Function — Raushan Kumar, Sharad Ranjan AND Chhaya Chanchal | ••• | 309 |
| Corporate Social Responsibility: Spending by Some Major Indian Companies  — Rajesh Sund   |     | 315 |

## The smart manager mana



- 02) masthead
- 07) editorial
- 80) reading room

## 08) mythbuster

Harry Paul, author of Fish! A Remarkable Way to Boost Morale and Improve Results, busts popular myths about work culture and strategy.

## 12) cover feature: GE's cultural shift

culture: a lever for growth

In an exclusive interview, *Banmali Agrawala*, President and CEO, GE South Asia, believes culture is contextual and should complement the organization's strategy.

- culture change is a lot about communicating it the right way
  - Rachana Panda, Chief Communications Officer and Citizenship Leader, GE South Asia talks about how the company instead of pushing down the key messages created a pull towards something employees could easily relate to using innovative tools such as gamification.
- 27) architecting cultural transformation

  Maintaining employee engagement is crucial for boosting company culture and productivity, says *Ravindra Kumar*,

  Head of Human Resources, GE South Asia.

## 30) work-life integration

How to achieve a work-life balance? Shveta Raina, Talerang; Siddharth Sah, MakeWhale; and CB Ramkumar, Green Dreams for the Planet, show us ways to combine these opposing elements.

## 34) the path of endurance

Faisal Hoque, co-author of Survive to Thrive believes that resilience is an attitude and mental toughness comes from compassion and vulnerability.

## 38) are you wearing it?

Wearable technology is gaining popularity among users and companies that seize this opportunity will enjoy a competitive edge. *Zafar Rais*, MindShift Interactive, elaborates.

## 42) navigating in a two-speed world

Companies today are living in a world of constant disruption and uncertainty, but along with embracing change they also need to hold on to their roots, opines *Nitin Rakesh*, Syntel Inc.

Now you can stay connected with us even more easily. Simply scan the QR code on the cover by downloading any QR code reader app on your smartphone, and join our Facebook community for regular updates, contests, offers and a lot more.





- 46) case for a cause *Ambi Parameswaran*, FCB Ulka, highlights how Indian brands today are adopting social causes to etch indelible brand impressions.
- 50) a fair perspective
  Is the mere presence of women board members
  enough to bring forth organizational change, ask
  Amélie Charles, Etienne Redor, and Constantin Zopounidis,
  Audencia Nantes School of Management and Technical
  University of Crete.
- 53) location says it all Agendra Kumar, ESRI India, identifies ways to utilize Geographic Information System for increasing an organization's return on investment.
- 58) humara hero: the many faces of bm munjal
  We revisit the journey of a true industrial stalwart and
  the empire he built.

- building a high-performance work culture

  Paneesh Rao, L&T Technology Services, underlines the role
  of HR in shaping a company's strong work culture for
  driving growth.
- 68) gurumantra

aligning culture with strategy

The culture of an organization needs to be in line with its strategy to achieve better growth and productivity, says *Morgen Witzel*, Exeter Business School.

- 74) are television apps h'appening?
  Television apps need to appeal to a market comprising a highly engaged and mobile audience. Innovation is their best bet, says *Ruchir Joshi*, FoodFood.
- 77) to implement change you must rewire your organization When bringing forth change within an organization, leaders need to focus on four key elements, says *Michael Watkins*, IMD.

## LIST OF CONTENTS

Voice of Research

December 2015, Volume- 04, Issue- 03

| 1.  | SOCIAL INTERACTION ANXIETY, SELF-ESTEEM VIS-A-VIS INTERNET USAGE -<br>A STUDY ON YOUNG ADULTS  |     |
|-----|--|-----|
|     | Swaha Bhattacharya & Sona Biswas   | 1   |
|     |  | 1   |
| 2.  | INDIAN TRIBAL ADOLESCENT: A REVIEW ON THEIR EMOTIONAL INTELLIGENCE   |     |
| ۷.  | Anjana Bhattacharjee & Rebeka Debbarma   | 3   |
|     | Anjana Bhattacharjee & Rebeka Debbarna.  | ر   |
| 3.  | A COMPARATIVE STUDY USING EMOTIONAL REGULATION AND SOCIAL  |     |
|     | ANXIETY AMONG TECHNICAL AND NON-TECHNICAL STUDENTS   |     |
|     | Kavitha K G & Sony Kumari  | 7   |
|     |  |     |
| 4.  | STUDY HABIT AND ITS EFFECT ON ACADEMIC ACHIEVEMENT OF  |     |
|     | TRIBAL AND NON-TRIBAL STUDENTS AT SECONDARY LEVEL  |     |
|     | Milan T. Mistry  | 9   |
| _   | etel control c |     |
| 5.  | PARENTAL AND SOCIAL INFLUENCES ON CAREER CHOICE AS DOCTOR Antara Ghosh   | 1.4 |
|     | Alitara Gilosii,   | 14  |
| 6.  | TEACHER AND SOCIAL CHANGE: EDUCATIVE PROCESS   |     |
| 0.  | Asha Thokchom  | 18  |
|     | ,  |     |
| 7.  | INCLUSIVE EDUCATION - A WAY TO REACH OUT SPECIAL CHILDREN: AN EXPERIMENT   |     |
|     | Dipali Gandhi & Bhumika Mangrola   | 22  |
|     |  |     |
| 8.  | THE REVOLTING SPIRIT OF SELECTED FEMALE CHARACTERS IN  |     |
|     | SELECTED SHORT STORIES   |     |
|     | Mita R. Shah   | 25  |
| 9.  | DISTURBED SLEEP PATTERNS AND SELF WORTH IN YOUTH:  |     |
| 9.  | A MUSIC THERAPY INTERVENTION   |     |
|     | Mamta Sharma & Akankasha Sharma  | 28  |
|     |  | 20  |
| 10. | FAMILY ENVIRONMENT IN RELATION TO MENTAL HEALTH AND  |     |
|     | MARITAL ADJUSTMENT AMONG RURAL WOMEN OF PUNJAB   |     |
|     | Sukhminder Kaur, Gurbinder Kaur & Chandni Rani.  | 33  |
|     |  |     |
| 11. |  |     |
|     | MOTIVATION AND ORGANIZATIONAL COMMITMENT   |     |
|     | Vidhu Mohan & Dharna Sharma  | 38  |
| 12  | NEW OPPORTUNITIES OF IMPLEMENTATION OF ICT IN THE  |     |
| 12. | REPUBLIC OF UZBEKISTAN   |     |
|     | Makhkamov Bakhtiyor Shukhiatovich  | 43  |
|     |  | 13  |
| 13. | THE THEORY OF CHARACTERIZATION: A CRITICAL LEGAL STUDY PERSPECTIVE   |     |
|     | Ptem Kumar Agarwal   | 45  |