

**CONTRIBUTED  
PAPERS**

**SB1 Sunday, September 22 11:00-12:20**

**Session: SMEs and Entrepreneurship**

**Session Chair: Dr. Purushottam Bung**

**3116 Problems Faced by Women Entrepreneurs in MSMEs in Hyderabad Region - A case study**

*Anand Chakravarthi, IBS, anandc2707@gmail.com*

Women entrepreneurs are an important source of economic growth. They not only create new jobs, but also provide solutions to problems faced by business organizations. They make a strong contribution to economy, poverty reduction and women's empowerment. However, they still represent a minority and often face gender-based barriers to starting and growing their businesses. Though Central/State Governments and other organizations are actively undertaking promotion of women entrepreneurs, still a lot has to be done. This study is restricted to problems of Women Entrepreneurs in Micro, Small and Medium Enterprises in Hyderabad and Ranga Reddy Districts of Andhra Pradesh (India).

**3132 Empirical Study of the It-business Alignment Maturity in Japanese SMEs**

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Northern part of Japan faced a massive disaster in March, 2011. This paper empirically investigates IT-Business alignment maturity to achieve the strategy to gain a competitive advantage among Japanese SMEs by using Luftman's "Strategy Alignment Maturity Model" (2000). Three hundred fifty four (354) Japanese firm-level data collected have been analyzed using structural equation modeling. These results would contribute for achieving competitive advantage for the Japanese SMEs by showing components related to IT-Business alignment maturity.

**3215 Enhancing Entrepreneurial Opportunities in the Gulf Cooperation Council Talent Pool: A Case Study**

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With unprecedented economic growth and investment in infrastructure by the Government, there is an opportunity to increase the proportion of GCC nationals to engage in private and/or entrepreneurial enterprises. The present case is about N2V (National Net Ventures), which is an internet holding company, focused on value creation, through building and investing in consumer web and mobile ventures, building the largest internet holding in Arabia and working for creating an environment to produce more entrepreneurs. The case brings amazing facts on the growth in internet and mobile penetration, describing the entrepreneurial opportunities in the region and the various challenges in talent attraction in the private sector.

**3225 Mango Cultivation Industry of India: Problems and Prospects**

*Purushottam Bung, KLS's Institute of Mgt. Education & Research, director@klsimer.edu*

India being the largest producer of mango in the world has immense competitive advantage over other countries in terms of natural resources. Despite all this India is facing grave challenges leading to negative growth rate. Primary research was made using Karnataka state as a cluster. Information was collected from fifty mango cultivators using in depth interviews and analyzed using various statistical tools. Nonavailability of sapling of right variety; lack of infrastructure; lack of cooperative effort; and ill functioning of nodal bodies are the prime causes. A coordinated, integrated and strategic effort encompassing all the stake holders is required.

**SB2 Sunday, September 22 11:00-12:20**

**Session: Finance**

**Session Chair: Dr. Renuka Sharma**

**3147 Financial Survey: Behavioural and Intellectual Finance**

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The part of finance which deals with the human psychology to respond to the anomalies of the market is called behavioral finance. The one which responds to the logical and conceptual thinking along with the knowledge is the intellectual finance. The present paper includes the deep study on the development of behavioral and intellectual finance, the technological differences between the two, their contributions in the market, and consequences along with the case studies. Moreover, the paper talks about the various factors responsible for the market investment in the present scenario.

**3194 Cross Section of Stock Returns in India: Fama and French Three Factor Model**

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In June 1992, Fama and French published a paper that found that on average, a portfolio's beta only explains about 70% of its actual returns and other 30% is explained by other factors not related to beta. Further they documented that the returns of any stock portfolio can be explained almost entirely by two factors: Market cap ("size") and book/market ratio ("value"). The proposed study is focused to examine the explanatory power of Fama and French three factors model to predict the stock returns on Indian bourse.

**3195 Association in Emerging Asian Stock Markets: a Test of Co-integration**

*Kiran Mehta, Chitkara Business School, ujjawalakiran@gmail.com*

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In an epoch of mounting Liberalization, Privatization and globalization in the emerging economies, the diffusion of movements in international financial markets beyond national territories assets are main issues for a cross border investment decision. The study under consideration is focused to examine the existence of relationship among the movement of equity indices of emerging Asian stock markets. The daily closing prices of equity indices of emerging Asian stock markets will be taken. The results of the study will have an implication on international investors in making a strategy of portfolio diversification by investing in different Asian markets.

**3203 Predictability of Abnormal Returns to Reflect Prospective Gains from Mergers**

*Taminder Kaur, Chitkara University, taminder.kaur@chitkara.edu.in*

Market valuation at the time of merger announcement must predict the future economic outcome of merger. This means that there must be positive relationship between post merger performance and announcement period returns. In this paper an attempt has been made to examine the relationship between post-merger adjusted operating performance variables of merged companies and announcement period combined abnormal returns of target and acquirer companies using 29 Indian mergers during 2001-2006. The results show that announcement period abnormal returns predict post merger synergistic effect of merger measured by cash flow returns positively and significantly.

**SC1 Sunday, September 22 1:00-2:00**  
**Session: Organizational Behavior**  
**Session Chair: Ms. Siti Fatimah Abdul Latiff**

**3126 Organizational Culture Profiles of Power Generation Companies in India**

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Organizational culture has significant impact on a firm's long-term economic performance. Historically, the power sector in India operated under the regime of governmental controls. Later, the Government of India initiated various reforms with an objective of bringing about commercial viability to the State Power Utilities. In the reforms process, erstwhile integrated power utilities were unbundled and incorporated, consequently, electric power generation organizations are now have to operate under new competitive environment. One of the challenges, state owned power generation companies are facing, is moving from bureaucratic culture to market culture.

**3199 Gender Differences on Different Dimensions of Emotional Intelligence**

*Navreet Kaur, Chitkara University, navreet.kaur@chitkara.edu.in*

The study aims to examine the gender differences on different components of emotional intelligence. The total sample consisted of 128 management students, 71 females (M age=22.28) and 57 males (M age=23.11), of a reputed business school of Chandigarh city. Know your EQ, by Singh and Chadha (2006) was used to measure three dimensions of EI viz. emotional competency, emotional maturity, and emotional sensitivity. Data obtained were analysed using t-tests. The results are discussed in the light of the role of social learning in the development of socioemotional competencies. The findings have implications both for parenting and workplace effectiveness.

**3219 Workplace Stress And Job Performance in a Semi-gov Organization in Kuching, Swk**

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Workplace stress may affect an employee's health and performance at work. The aim of this study is to gain insight into workplace stress dimensions that influence job performance among the administrative personnel in a semi-organization in Sarawak. The data was collected by distributing survey questionnaires to 180 personnel and they were analyzed using SPSSV20. The result indicates that role ambiguity was the main factor contributing to workplace stress. Hence stress at the workplace should be given due attention as the productivity of the staff needs to be addressed urgently in order to contribute towards a healthier and productive workforce.

**SC2 Sunday, September 22 1:00-2:00**

**Session: Strategy-1**

**Session Chair: Dr. Bernhard Wieder**

**3127 Banking Reforms in Post Liberalization Period: A diagnostic Study of India**

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The banking sectors are central to a nation's economy. The liberalization of the Indian Banking system dates back to the 1990's when the government began to implement the recommendation of the Narashimham Committee Reforms. Banking is a major catalyst in strengthening the fundamental of the Indian Economy. This paper made an attempt to diagnose banking reforms in post liberalization period and its relevance in India. To meet the above objective following factors were employed: performance of Indian Banking Sectors, trends in NPAs, progress of banks, Gross Domestic Savings and investment and growth rates and sectoral composition of real GDP.

**3162 Managing Business Intelligence for Success: Factors and Mechanisms**

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*Maria-luise Ossimitz, University Of Technology, Sydney, Maria.Ossimitz@uts.edu.au*

Business Intelligence (BI) systems have been a top priority of CIOs for almost a decade, but little is known about how to successfully manage those systems beyond the implementation phase. This paper investigates the effects of four dimensions of BI management quality on BI benefits using PLS analysis of survey responses of senior IT managers in Australia. The results confirm this overall relationship and also reveal mediating effects of data/information quality and BI solution scope. The study contributes to both academia and industry by providing first time evidence of direct and indirect determinants of organizational benefits from BI solutions.

**3184 The Business Growth Behind Body Adornment and Modification**

*Sana Abbasi, American University in the Emirates, sana.abbasi@aue.ae*

Body adornment and modifications can take different forms. Some are considered Art and some are extreme and are considered hard core, and may cause controversies in many societies. Religions have different views in this regard as some permit certain practices and forbid others. As some unheard of body modifications are becoming trendy today, surgeons and artists are inventing new tools and licensing new procedures as the demand for these modifications is increasing. The business growth in this area is escalating, as it generates a huge income for these practitioners. This study will discuss body modifications, and its business growth.

**SD1 Sunday, September 22 2:10-2:50**  
**Session: Globalization**  
**Session Chair: Dr. Pasumarti Srinivas Subbarao**

**3204 Is BRICS Bank Become Triumphant?**

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BRICS Summit 2013 proposed the BRICS Bank with Contingent Reserve Arrangement worth \$100 billion. Three reasons for establishing BRICS Bank are firstly, the world's leading financial institutions, the World Bank/IMF, remain dominated by Western countries. Secondly, they can afford to be able to create such a bank. Thirdly, BRICS states are becoming increasingly assertive, politically, with all five acting as major economic and geopolitical powers in their regions. But there are differences among the members on geopolitical issues, economic interests, ideological coherence etc. This paper elaborates impediments and impetuosity in establishing the BRICS Bank.

**3217 Case Study On E-governance Initiatives & Improvement in MIS by Govt. of Rajasthan**

*Sundeep Kumar, Govt. Engineering College, Ajmer, sundeep.mnit@gmail.com*

E-governance uses IT for the development of governance system in a country. Indian Government also takes IT as very seriously and designs various types of projects to implement at every state level to every urban area as well as rural area. The purpose of this paper is to explore e-Governance initiatives in Rajasthan, particularly during last five years, which have enabled the government to help the citizens and improve the administration system. This paper will try to represent the every aspect of e-governance in Rajasthan in summarized but understanding way.

**SD2 Sunday, September 22 2:10-2:50**  
**Session: Human Resource Management**  
**Session Chair: Dr. Raghavendra Scholavandam**

**3117 Comparison of Experienced and Inexperienced Machine Workers**

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This research aims to clarify the factors involved in improving the skills of technicians by conducting a comparison of experienced and inexperienced workers engaged in lathe work, using statistical science and electroencephalography (EEG). First, a fact-finding survey concerning skill transfer in machining work was conducted to determine the kind of lathe work tasks undertaken by skilled workers. Second, a survey comparing worker's cognition was conducted using EEG analysis. Third, the decision-making criteria used by experienced workers were identified. Fourth, decisions re-lated to the workpiece were visualized.

**3210 Explore Relations Between Strategic Emotional Intelligence and Emotional Labour**

*Raghavendra Scholavandam, Bharathidasan Institute of Management, snr@bim.edu*

This study intends to explore relationship specifically between Strategic emotional intelligence SEI of MSCEIT scale and Emotional Labour EL of customer service personnel This study has adopted single cross-sectional survey to gain a broad understanding at a particular time on the level of their SEI and its relationship to the various emotional labour techniques of the service personnel working in the central government organization in India Data were collected from 365 respondents through structured and pretested questionnaire The relationship has been performed using partial least square The study found positive relationship between SEI and EL.

## SE1 Sunday, September 22 3:10-4:50

### Session: Marketing

#### Session Chair: Dr. Vivek Kharche

#### 3111 Research on Automobile Exterior Color and Interior Color Matching

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The objective of this research was to optimize the matching of automobile exterior colors and interior colors as a method of creative support for product planning. First, preference surveys were conducted to determine which exterior colors and interior colors suit the preferences of women in their twenties, who were the target of the research. Second, color combinations were created based on the data obtained from the preference surveys. Third, for the purpose of validation, the effectiveness of the method was confirmed by conducting surveys to determine whether the color combinations created were suitable for women in their twenties.

#### 3113 Social Media Promotion in Emerging Market: An Indian Perspective

*Rabindra Nath Bhagat, Vinoba Bhave University, rnbhagat@gmail.com*

The tools of promotion mix with the integration of newer media vehicles-internet etc witnessed new paradigms of consumer engagement in the emerging economies like India. This is significant in terms of not only cost but also with respect to higher effectiveness and increased efficiency level. Social media affects response behaviour of the consumers facilitating in the diffusion of innovations. All these demands for experiential marketing and Facebook issue a platform offering higher level of involvement with brand. Social media has enriched engagement on a real time basis in groups having like-minded people having similar interests sharing independent opinion about the brand or product and getting involved in portraying the image association.

#### 3178 Indian Brands Striving to Make Comeback

*Rhizu Misra, Sinhgad Institute of Management Studies, Mumbai, rhizu.krishna@gmail.com*

A brand becomes a star brand by achieving lot of success in the market, what makes it to lose its sheen? Once a star brand how it strives to make successful comeback. This article seeks to explore and answer why successful brand of the past Afghan Snow and Paan Pasand lost their market share and how they are reviving themselves to capture the lost market share in the one of the most rapidly growing market of the Globe i.e. India.

#### 3198 Bank Choice Criteria: An Empirical Study of Youth in North India

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This study conducted in North India seeks to find the factors influencing choice of a bank. A well drafted and pretested questionnaire was conveniently administered to 225 respondents. The analysis revealed that marketing activities, selling activities, use of technology, service quality and atmospherics among others were the important factors considered by the youth while choosing the bank to transact with. An insight into, and the use of the factors that influence the bank choice of youth in strategy formulation, will determine the success of the players in the banking industry in the future.

#### 3216 Application of Marketing Tool By Management Institutes in Nasik

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Rising challenges in management institutes and Business environment with social development & labor market transformation is arise significantly. The purpose of present study to prove applicability of marketing tool & marketing theory in management institutes as a viable solution to improve systematic productivity. The role of marketing is to analyze social & service prospective to explain its usefulness to individual, management institutes & society as whole. Integrating study of seven marketing mix tool & social marketing tool used by management institutes for planning to their marketing relationship are observed.

**SE2 Sunday, September 22 3:10-4:50**  
**Session: Operations Management**  
**Session Chair: Prof. Parimal Kumar K.R.**

**3121 Comparison of Segmentation-based and Segmentation-free Approaches for Character**

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OCR systems are a key technology to improve human-machine interaction and are widely used in many areas. This paper presents a comparison of segmentation-based and segmentation-free approach. Segmentation is a key step in current OCR systems. It has been recognized that half of the errors in OCR are due to segmentation. It is important to look into an approach that performs without segmentation. This is achieved by extracting significant geometric feature from the input document image. Character segmentation-based method is a key technology for character recognition that determines the usability and applicability of optical character readers.

**3122 Brain Wave as an Input Device - New Approach to Control Digital Devices**

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Brain waves are freely generated signals by human beings. The purpose of this paper is to record, analyse and control applications using raw brainwave signals using commercial sensors. Electrooculography, Electromyography and Electroencephalogram sensors are mounted on the surface of the device in a non-invasive manner through a Brain Computer Interface (BCI). Signals as well oscillations are recorded through the sensors and processed to get the suitable data from which applications can be controlled.

**3140 Applications of Frank Wolfe Algorithm: Solving Higher Order Polynomial Equations**

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Originally proposed by Margeruite Frank and Philip Wolfe in 1956, the Frank-Wolfe algorithm is an iterative algorithm for constrained convex optimization. Using the Wardrop principles of traffic equilibrium, an iterative method based on Frank-Wolfe algorithm can be used to evaluate the optimal traffic flow for various routes between an origin-destination pair. In this paper we have developed an analogous iterative approach that aims to find the roots of higher order single-variable polynomial equations. We also draw comparisons with other iterative methods, in particular the Newton-Raphson method, and discuss advantages and drawbacks of both methods.

**3160 Airworthiness - Monitoring of Modifications on Aircraft, Engines and Components**

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The fleet operational data and reliability data collated by the aircraft operators on an ongoing basis are periodically analysed to ascertain the root cause of failures of aircraft, engines and components. The results of such analysis form the basis of modifications done by the manufacturers. Similarly, the investigations of aircraft incidents and accidents bring about the areas where immediate action for design & production improvements are required. A software centric approach is discussed here to monitor the modifications undertaken on aircraft components on an ongoing basis towards managing airworthiness standards of aircraft.

**3174 Analysis of Service Times of Patients in a Hospital Using Queuing Theory**

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This paper summarizes the applications and contributions of queuing theory in the field of healthcare systems. After collecting data from a hospital during different times of the day, parameters such as the number of patients, the time taken for their treatment (service time), the time they wait outside the clinic and people already present in the queue were calculated using the data; analyzing its efficiency and deriving its mean arrival times and mean service times using a particular queuing theory model. The results and ramifications of the hospital's queuing system's efficiency have been presented and improvements were suggested accordingly.



**MA Monday, September 23 9:00-10:20**  
**Session: E-Management**  
**Session Chair: Dr. Parashuram Kattimani**

**3108 Building STEM Partnerships with Multinationals**

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STEM Education and Multinational Partnerships An integral component of STEM Education is the affiliation and partnerships between Universities and the multinational corporations. The support of these partners in terms of funding, resources, and affiliate activities is critical for the success of STEM. Establishing a network that is multilayered and integrates aspects of business into educational practices will provide constituents with experiential learning and the ability to grow as a singular entity. Establishing multinational STEM Partnerships will create unique opportunities for both Educational Institutions and corporations to become substantial powerhouses in the STEM arena.

**3154 Managing Library Technology and Extending E-resources to the Users**

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The present paper highlights e-resources managed at Central University of Karnataka Gulbarga with using appropriate technology to facilitate the services to the user community It also provides e-resources from INFLIBNET subscribed e-resources like e-books e-journals databases articles published by the faculty reports question bank and dissertations etc Further paper discusses about electronic resource management from the perspective of planning policy and workflow issues experienced The author suggest methods and ideas to address these topics that may help libraries to create a sense of order for electronic resources management.

**3166 A Real-time Application for Monitoring Web Stats Based on Multi Agent System**

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The aim of this study was to design and develop a distributed real-time systematic application for monitoring the end user activities and analyzing the network stats based on multi agent systems. However, a modified Object Oriented Approach (OOA) was employed for analyzing, developing, and testing the application for real-time measurement. As well, Preprocess Hypertext (PhP) was used in order to develop the system which is expected to measure the systematic total page views distributed through the network, indicate the online user and the average of visits along with the ratio that other systems in most cases gives unclear reading.

**3172 Behavioural Economics and Economic Planning : Next Agenda for Developing Nations**

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Behavioural economics is itself relatively new. Since the 1970s, psychologists, economists, brain scientists and many others have come together to better understand behaviour. Why do people choose what they do? What motivates them? These insights have changed the way we understand age-old economic questions. Economic planning is process of designing public policies for acceleration of economic growth. Macroeconomics, with its attention to production, consumption and employment, has a long-established empirical base. In public policy applications, macroeconomic management is often concerned with behavioural responses – particularly confidence and expectations. Decision making being at the beginning, centre.

**MB Monday, September 23 10:50-12:10**

**Session: OR/MS Models**

**Session Chair: Dr. Thomrat Siriparp**

**3158 Effective Pricing of Toll Roads Using Principles of Game Theory**

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There are two methods of travelling the 8 kilometer stretch between two roads, Kanakapura road and Mysore road, in the city of Bangalore, India. One method is the faster private toll road called 'NICE road', the alternative being the considerably slower city roadways. Using Game Theory concepts such as Shapley Value and Nash Equilibrium, we shall determine how to price the toll road so that traffic is split effectively between the two given paths as per requirements. We shall generalize on how to determine the toll amount so as to ensure maximum payoffs and suitable price elasticity of demand.

**3173 Aircraft Reliability Control Program Management - Software Centric Approach**

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Reliability control is a continuous process and is an essential part of Continuing Airworthiness Management of aircraft. An aircraft is a platform where airframe, engines, multiple components and many functional systems are integrated to achieve the intended design objective of safe flight. The different stakeholders who contribute to the overall safety & reliability in aviation include design agency/aircraft manufacturer, manufacturers of engines and components, operators, suppliers, MRO agencies providing deeper level maintenance support and of course, the aviation regulatory authorities responsible for the regulatory oversight of the different agencies mentioned herein. This paper presents an effective Reliability Control Program management.

**3180 Competing Model Technique in Structural Equation Modeling**

*Thomrat Siriparp, Chulalongkorn University, thomrat.s@chula.ac.th*

In social science, researches refer to existing theories and works when developing hypothetical models, relying on structural equation modeling (SEM) for quantification. However, most researchers create SEM models with many explanatory variables derived from different theories. To deal with this issue, some researches have begun relying upon model comparison procedures to identify the better-fitted model specific to their work. In this article, I use secondary data from my previous research to demonstrate that a general SEM technique—the competing model technique—offers a procedure for model testing and selection by deeming the better-fitted model to be a better model.

**3224 Factors caused by projects consultants contributes in projects delay**

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United Arab Emirates has witnessed a special set of circumstances made the construction industry grow very fast. Many factors such as tight construction time, unique architectural designs, multinational work forces, and international consultants and designers created specific impacts on projects progress. These impacts became a common problem for construction projects in UAE. This study focused on the most important factors caused by the consultants of construction projects in UAE and the recommended prevention procedures from the perspective of project managers of these projects.

**MD Monday, September 23 1:30-2:30**

**Session: Service Management**

**Session Chair: Prof. KVS Patnaik**

**3102 Health Information on Internet: Quality, Importance, and Popularity of Persian Health Websites**

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The current study aimed to assess the quality popularity and importance of websites providing Persian health information and evaluate the correlation of the popularity and importance ranking with quality score on the Internet Each selected website was assessed using three qualified tools including the Bomba and Land Index Google Page Rank and the Alexa ranking The majority of the websites were in the moderate category There was no statistically significant relationship between Google PageRank with Bomba index variables and Alexa traffic global rank Designing search engines dedicated to exploring accredited Persian health Web sites can be an effective method.

**3146 Designing Scalable and Sustainable H R I S- Indian Experience**

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Despite spending significant part of state health budgets and expenditure on human resources for health (HRH) information systems support for HRH remains extremely weak. Furthermore Human Resources Information Systems(HRIS)needs to be integrated with HMIS in order to facilitate design and use of cross cutting indicators drawn from data on service delivery, HR and infrastructure. Such systems are complex to design and use for reasons, largely institutional, for example relating to challenges of timely updating HR data. This paper reports on an ongoing experience in the state of Bihar, India to design, build and integrate HRIS within a health systems framework.

**3502 Factors Affecting Purchase Intention on Mobile Shopping Web Sites in India**

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The purpose of this paper is to explore a conceptual model for analyzing customers perceptions of using mobile commerce services for online shopping This paper provides insights into consumer behaviour and the results have important implications for designers managers marketers and system providers of mobile shopping m-shopping web sites Design/methodology/approach An empirical investigation was carried out to test the hypotheses The samples include 369 professional participants For testing the relationships of the model structural equation modeling SEM is used Findings The results demonstrate that anxiety which is an affective barrier against using innovative systems is a key negative predictor.

**ME Monday, September 23 2:50-3:30**

**Session: Technology**

**Session Chair: Mr. Tomas Vymetal**

**3125 Effect of Preprocessing Sequence on Kannada Characters in OCR**

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This paper discusses the various preprocessing methods needed for scanned data before it could be used for Kannada optical character recognizer (OCR). Kannada characters are shape oriented and the sequence in which preprocessing methods are applied play an important role in the efficiency of OCR. Visual feature extraction in the forefront helps in edge detection and texture feature extraction. Kannada characters need an effective segmentation algorithm based on multiple hypotheses segmentation followed by multi-bi-model text enhancement to prepare the character for minimal feature extraction leading to recognition by OCR.

**3141 Prefab Panels: the Future of Structural Engineering**

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Prefab construction is a construction process based on a system of panels featuring an expanded polystyrene core encased in a steel lining. The major component used in the panels is EPS (Expanded Polystyrene) as opposed to the conventional components of brick and mortar systems. In this paper, we compare properties of EPS panels and traditional brick frames to find the most suitable material for construction. The evaluation is done by subjecting the samples to a variety of tests. The results are analysed to arrive at the optimal materials that can be used for different construction purposes.

**MF Monday, September 23 3:40-5:00**  
**Session: Strategy-2**  
**Session Chair: Dr. Putu Saroyini Piartrini**

**3128 Cloud Technology Migration Management Strategy Model for SMEs in Iraq**

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In the present technological age, cloud computing represents a paradigm shift in computing with the potential of causing a change in the whole perspective in which contemporary computing is viewed. This paper was designed to analyze and propose a strategic migration model for SMEs in Iraq. Findings have practical implications for assisting the Business sector of Iraq to be able to respond effectively and strategically to the global technological wind of change in such a way that there would be an efficient and smooth transition from the conventional systems they adopt to the cloud based technological solutions.

**3157 Diversification, Ownership Structure, and Firm Performance**

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Along with the acceleration of globalization, the scale of business groups and their influence on economy have been increasing over time. It is important for authorities, management, and investors to understand the determinants of performance of group firms. This study investigates the impact of diversification and ownership structure on performance of business group components. Empirical results show that the divergence between voting rights and cash flow rights of the controlling shareholder negatively associates with performance. Besides, the higher the vertical integration within a business group, the better the performance of a business component, while such effect is weakened by divergence.

**3185 Mortality Salience Effects on Discipline Reinforcement in Multinational Company**

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Globalization increases diversity in work environment in Indonesia, particularly in Bali. Diversity was not just linked with sexual characteristic but it also linked with employee death anxiety which stimulated by death reminding news. Based on terror management terror perspective (Pyszczynski, Greenberg, Solomon, Lyon, 1986), present study replicated worldview hypothesis effect to verify whether level of punishment significantly was influenced by activated death related thought. The result of data analysis indicated that mortality salience condition has significant effect on punishment intensity decided by subjects. The implication on discipline policy formulation was discuss on the paper to control individual bias in implementation.

**3197 Analytics Strategy for – Growth, Efficiency and Customer Insight**

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The authors will present a 4 stage analytics strategy, where insight is the key element, whether to 1) solve an issue extracting insight from a company's own data; 2) add external data to complement an organisation's view with contextual information; 3) build customised variables adding new business definitions, calculations, logic, etc. into the mix and/or; 4) market research. This article will illustrate with some practical examples how this analytics strategy has allowed businesses to acquire profitable customers, improve research and marketing ROI, increase conversion rates and sells, without needing to spend fortune in ineffectual campaigns.