

ART OF ALIGNING RISK MANAGEMENT TO BUSINESS NEGOTIATIONS

People engaged in business as owners and managers have to negotiate with different parties. Business owners and managers negotiate to procure, to sell, to conclude contracts, to fix compensation package of staff, to buy out businesses and so on. Thinking of business without negotiations is inconceivable. However, business negotiations are often fraught with risks leading to unpleasant, at times even disastrous, outcomes and strained relationships. While the topics of negotiation process and phases of business negotiation have been extensively investigated, there are not many writings available on aligning risk management across various phases of business negotiations. This paper attempts to draw parallels between risk management and business negotiations in terms of nature of events, processes and outcomes. Paper also presents the process of indentifying risk drivers and associated risks across various phases of business negotiations and measures for treating identified risks to achieve desired outcomes.

Key words: Business Negotiations, Business Risk, Risk Management, Aligning risk management to Business Negotiations

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EXPLORING THE MODERATING EFFECTS OF RELATIONSHIP INERTIA AND SWITCHING COST ON CRM PERFORMANCE-CUSTOMER SATISFACTION-RETENTION LINK: EMPIRICAL EVIDENCE FROM INDIAN BANKING INDUSTRY

Customer relationship management (CRM) has transformed the relationship between a buyer and a seller, particularly in intangible business transactions (service industry). It's high time that impact of CRM performance on customer satisfaction-retention link should be assessed. The purpose of this paper is to propose and justify a customer satisfaction - customer retention model in a CRM ecosystem with an insight into the probable moderating impact of relationship inertia and switching cost. The study was carried out on the State Bank of India involving certain specific branches in southern part of West Bengal, India. Multivariate statistical procedures were applied which included a double regression analysis and exploratory and confirmatory factor analysis followed by structural equation modeling to justify the factor constructs of the proposed model. The study revealed a positive link between CRM performance, customer satisfaction and retention with relationship inertia and perceived switching costs significantly influencing the link between the three major

variables.

Key words: Customer relationship management, Satisfaction, Retention, Inertia, Switching cost.

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FURTHER EVIDENCE ON THE INFORMATION CONTENT OF ECONOMIC VALUE ADDED: INDIAN EVIDENCE

The aim of this study is to present the empirical research on EVA and its relationship with stock returns in Indian context. Firstly, the significant literature was studied and presented specially the recent researches and then publicly available financial data of the listed companies in the S&P CNX Nifty during 2004-05 to 2008-09 was collected. The information was further analyzed using PLS modelling technique. This research is applied research. The study gave interesting results in company specific context with reference to India.

Keywords: Performance measurement, EVA, Returns, Return on equity, Dividend per share.

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PERFORMANCE EVALUATION OF REGIONAL RURAL BANKS (RRBS) IN INDIA DURING PRE AND POST AMALGAMATION PERIOD

Regional rural banks (RRBs) provide rural credit in rural sectors to small and marginal farmers, agricultural labourers, socio-economically weaker sections of population for development of agriculture, trade, commerce, industry and other productive activities in India. In order to improve the operational viability of Regional Rural Banks (RRBs) and take advantage of the economies of scale the route of amalgamation of Regional Rural

Banks (RRBs) was suggested in 2005. The present paper evaluates the performance of Regional Rural Banks (RRBs) in terms of spread, burden and profitability over the study period. It also studies the growth pattern in spread, burden and profitability of Regional Rural Banks (RRBs) over the base year. Another, objective of the paper is to determine whether the performance of Regional

Rural Banks (RRBs) significantly differs from pre amalgamation period and post amalgamation period. All the RRBs in India constitute the sample of the study. The study covers the time period of 11 years i.e. 2000-01 to 2010-11 to study the performance and analyze the growth pattern. The entire period has been divided into two parts as 2001-02 till 2004-05 and 2006-07 till 2010-11 to study whether amalgamation process of Regional rural banks (RRBs) resulted in significant difference in their performance. The results show that the overall position of Regional Rural Banks (RRBs) in India has improved in the post amalgamation period, even though number of Regional rural banks (RRBs) has decreased and the branch network has increased. The spread ratios have increased in the post amalgamation period while there is decrease in the burden ratios. Even the t values of paired t-test are significant for all the ratios of spread at 5 percent level of significance.

Keywords: Regional Rural Banks (RRBs), Spread, Burden, Profitability, Pre and post amalgamation period.

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EMPLOYEE PERCEPTION ABOUT BUYER SUPPLIER RELATIONSHIP IN AUTOMOBILE INDUSTRIES

In today's highly competitive world, the best strategy to retain the business is maintaining a successful partnership between buyer and suppliers. The term successful partnership means continuous and consistent contribution from both the sides to achieve a common goal. Usually it will be based on Win-Win strategy to attain mutual benefits. Hence the buyer-supplier relationship became a compulsory task in today's business organizations. Its needs an extra attempt to maintain the buyer supplier relationship, as the status of the relationships is based on the practice of the organization. This study was started with the interest of knowing the employee's knowledge in handling their organization's stakeholders and to identify the effect of managerial practices followed in the organization. This paper explores the buyer-supplier relationships from the perspective of employees working for automobile industries, where there is lot of transactions happening between the two parties. The study attempts to understand the employee's awareness about the importance of buyer-supplier relationship, identify the factors influencing a successful partnership and find the degree of relationship between the various factors of buyer supplier relationship. The study further clarifies association of the employees profile in perceiving the

buyer supplier relationship. Survey method was followed to collect primary data through questionnaire and the statistical tools like Reliability analysis, Factor analysis, One Way ANOVA and Correlation analysis were used for analyzing the data. This paper thus sets platform to understand the employee's perspective in understanding the buyer-supplier relationship existing in an organization.

Keywords: Buyer-supplier relationship, Buyer-supplier Partnership, Supplier relationship, Automobile Industry, Employee perception.

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