

ABSTRACTS
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Towards Integrated Learning And Development For Improving Bottom Line – A
Practitioner’s Perspective

Learning and development practices need to be integrated with the core of the organizational strategy and business. Mere conceptualization of strategic role of learning and development does not serve much purpose. The bottom line, for many, is simply the bottom line of a profit and loss statement. The concept of bottom line is applicable to all kinds of organization. For example, excellent teaching and research output is the bottom line for any serious higher education institution. Launching new products may be the bottom line for an innovation-oriented company. Making a case study of the Annual BML Munjal Awards for ‘Business Excellence through Learning and Development’ the focus is put on exceptional skill development for growth of business. The identified thrust areas (for example talent management, career planning, developing leadership pipeline, and reducing attrition) are linked with each other for an integrated understanding. Attention is paid to how they facilitate strategic facets of contribution of human resource management to corporate well being.

Key Words: Learning and Development, Bottom line, Talent management, Career planning, Leadership pipeline.

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What Drives Employee Engagement:
Personal Attributes Or Organisational Climate?

Employee engagement has been described as a key to an organisation’s success and competitiveness. Both practitioners and academics tend to agree that the consequences of employee engagement are positive (Saks, 2006). With the help of a purposive sample of 50 managerial employees from a public sector organisation, the study on which this paper is based attempts to identify the predictors of employee engagement. Between the two dimensions of engagement, job engagement was found to score slightly higher (68.73 percent) than organisation engagement (64.47 percent). Further analysis of data revealed that while both personal attributes and organizational climate are relevant as predictors of engagement, the former are found to be more important than the latter. The limitations of the study are acknowledged and some suggestions are made for future research.

Key Words: Employee engagement, Organisation engagement, Work ethic, Locus of control, Drivers of engagement.

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Effectiveness Of Green Shoe Option In India

The Green Shoe option refers to the possibility of allocating shares in excess of the shares included in the public issue. It acts as price stabilization tool helping to curb speculative forces, which work immediately after listing, resulting in short term volatility in post listing prices of the share. The option was permitted by SEBI in India in 2003. Since then only a small number of companies have exercised this option. The study has been undertaken to assess the effectiveness of the green shoe option in Indian Capital Market using Value-at-Risk (VaR) of the shares post listing (immediate). The study concludes that the option is an effective tool for controlling post listing volatilities in share prices if the share market stays relatively stable. But the results cannot be generalized because of limited size of population available for study as very few companies have exercised the option in their IPOs.

Key Words: Green shoe option, Indian capital market, Initial public offering, Value at risk, underwriters.

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Global Financial Crisis And Dynamics Of Indian Stock Market

Stock markets are sensitive to national and international events and react quickly after their occurrence. Recent global financial crisis is a major turmoil event which permeated all over the world irrespective of developed or emerging developing countries. The present paper is an attempt to analyze the impact of recent global financial crisis (U.S crisis) on dynamics of Indian stock market in

terms of stock market return and volatility by using daily data of Sensex index from 2007 to 2010. The empirical results clearly indicate that financial crisis has had significant impact on market volatility. At the same time, there is very thin negative impact of global financial crisis on the stock return in India. Next, present study estimated the GARCH model separately for the pre and post financial crisis period. It documents that impact of recent news (ARCH) on volatility is more in crisis period and impact of old news (GARCH) is more in post-crisis period.

Key Words: Global financial crisis, stock market return, Volatility, Unit root test, GARCH (1,1) model.

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Investigating End-Users' Perception For Erp- A Select Case Of Indian Cement Industry

The organizations are caught in pincers due to structural changes within and external forces around. Managing resources are now supreme and calls for a fresh look into current business operations and performances. The existing protocols to measure business performances and managing operations appear passé and unyielding. Holistic view calls for an integrated approach which could possibly be gained by integrating all the elements of business operations in an organization. ERP system is a configurable information package that preserves potency to integrate information within and across functional areas in an organization. The current study has been conducted on the employees of Shree Cement Limited, Beawar in Rajasthan state of India. In the Shree Cement organization, Shreemanthan is used as ERP system. This study empirically examines the perceived usefulness of ERP at different levels of organizational pyramid on the premise of DeLone and McLean's IS success Model. It further investigates divergence in perceived usefulness of users (includes primary and secondary users) at different levels of management. The study acknowledges the potency of ERP system to generate reports easily and unfolds perceptual dichotomy on usefulness of ERP system in decision making and resource management. Moreover, perceptual difference has been noticed on attributes which include easiness of report generation, improved resource management and enhanced communication of ERP systems across the users at different levels of organizational pyramid.

Key Words: Learning and Development, Bottom line, Talent management, Career planning, Leadership pipeline.

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Customer Service And Satisfaction Analysis: A Comparative Study Of SBI And HDFC

Banking is a service industry, and therefore, the quality of customer service plays a pivotal role in the prosperity of any bank. Good customer service leads to better customer relationship, higher customer satisfaction, increased customer loyalty and ultimately profitability. The purpose of this research is to analyse and compare the customer service and satisfaction level of the two leading banks of India -SBI and HDFC. The result of the above research helps the two banks identify the impact of banking personnel, processes, physical evidence, income, age, occupation and gender on customer's satisfaction level. Non cooperative employee attitude and mismanaged online banking/ ATMs were the front runner causes of customer dissatisfaction in SBI. Frequently changing bank staff with incomplete product knowledge and poor follow-ups on complaints has led to dissatisfaction among HDFC customers. Through these findings the banks are able to understand what its customers expect from the bank and can formulate policies and products accordingly, which in turn will help to improve its customer service, satisfaction, loyalty and profitability.

Key Words : Banking industry, HDFC, SBI, Customer service. Customer satisfaction.

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