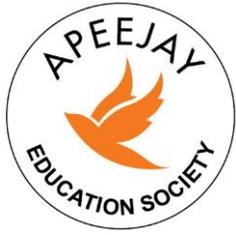**Apeejay School of Management**

<span style="color:red">**Proceeding of
10th International Conference on
Management Practices & Research**</span>

**Theme: <span style="color:navy">Leading and Managing to Survive
and Thrive During Covid-19</span>**

**29 January 2021**



**Editors**
**Dr Srirang K Jha & Dr Sudhi Sharma**

# Executive Director's Message

Year 2020 has been quite difficult for businesses, non-profit establishments, governments, and communities across the world. However, the unusual crisis of the millennium has made us all the more resilient, innovative and enterprising. I am happy that we are organizing 10<sup>th</sup> International Conference on Management Practices & Research with a theme Leading and Managing to Survive and Thrive during Covid 19. The conference is being organized in collaboration with Thomas Jefferson University, Philadelphia and Uniglobe College, Kathmandu. Apeejay School of Management has a strong and long-term association with both academic partners.

The conference gives us a time to reflect on how the crisis unfolded and how we prepared ourselves to combat the unknown and powerful enemy in the form of a deadly and highly contagious virus. I must say, human beings have an instinctive capacity to take charge and bounce back with greater enthusiasm. So surviving and thriving after every crisis is basic human nature. Once again, the communities across the globe have demonstrated their spirit and resolve. Availability of vaccines within a year of the onset of the pandemic is a classic example of the power of the human mind to take up any challenge and succeed even in adverse and most difficult of the times.

However, the current crisis has upset the traditional paradigm of handling a crisis. Hence, established norms, structure and processes aimed at reducing uncertainties may not work when things are absolutely not normal. We need to explore new business models in order to sustain and compete in post-Covid scenario. Even the most powerful corporations of the world are facing the heat. Economies all over the world are witnessing downturn. It is ultimate responsibility of the researchers to find the way forward.

I have a few questions for all of you to ponder and respond so that we are able to reduce uncertainties in future and create a robust response mechanism in the wake of similar crisis:

- How to reduce decision-making time without compromising on quality of decisions?
- How to foster a sustainable business model that can withstand a crisis like Covid-19?
- How to handle the shifting consumer demands all over the world?
- How to create a robust supply chain that can withstand a challenging scenario arising out of the pandemic like Covid-19?
- How to augment employee safety and boost their morale in an uncertain world?
- How to create a culture of innovation in the organizations to deal with growing uncertainties?

It is important that the researches are fully integrated with the needs of the industry. So, if the academics take up these questions as research themes, it will strengthen the ties between institutions of higher learning and industry. In this conference, twenty research papers are being presented. I look forward to the deliberations of the conference and congratulate all the contributors who are presenting their papers today.

**O P Khanduja**

# Director's Message

The tenth edition of International Conference on Management Practices & Research is very special. For the first time in last ten years, the conference is being organized over an online platform amidst the pandemic that has impacted the world for last one year. However, the intent and spirit of the event remains unbroken. The first conference in this series was held in 2010 in collaboration with Philadelphia University, USA. I am glad that the university which is now known as Thomas Jefferson University, has again come forward to be part of the event. At the same time, Uniglobe College, Nepal has also joined hands as an academic collaborator.

Over the years, International Conference on Management Practices & Research has emerged as an effective forum for academics as well as practicing managers to discuss the issues, challenges and opportunities in the ever-changing world of business. Right from inception, the inter-disciplinary nature of this series of the conference has enabled the participants to look at the issues in business from a holistic perspective.

I congratulate the conference team comprising Dr Srirang Jha and Dr Sudhi Sharma for coming up with the theme 'Leading and Managing to Survive and Thrive During Covid-19'. The impending challenge is to thrive in the post pandemic world where management and work-related processes have changed significantly, and people prefer to call it 'new normal'. Thriving in the 'new normal' depends on innovations, technology, digitization collaborations, and at the same time a humanistic worldview. I am sure, both academics as well as business leaders and managers would come forward to develop and foster spirit of competitiveness in synch with the emerging needs in the 'new normal'.

**Amit Sareen**

# Dean's Message

Apeejay School of Management has been organizing International Conference since 2010 and this is 10<sup>th</sup>conference in the series. This year's conference has an apt theme of "Leading and Managing to Survive and Thrive during Covid-19". During corona period, the business and society have witnessed a myriad challenge leading to severe unprecedented impact. The culture of hygiene, social distancing, masking may change the human life with lasting impact. Businesses world over have been marred by issues of supply chain, product demand, labour handicap, funding constraint, further accentuated by the lock down all over. Tremendous learning has developed in facing and mitigating the impact of the pandemic. This has become an avid area of research for scholars.

One area that starkly came into focus in corona environment was health care. The developing nations particularly discovered the inadequacy of robust systems in their health care infrastructure. The death toll, shortage of hospital beds and treatment gaps spelt testimony to this gap. The vulnerability of life with varied uncertainties was palpable all around. A strong signal emanated demanding much increased level of public investment in healthcare with strong support from private sector.

Industry faced operational and financial challenges during pandemic. Cash flow losses were huge in most businesses. Economic slowdown has been visible all around the globe in post-covid period and nations have taken number of initiatives in meeting the impact of virus that engulfed all around. India too faced slowdown and has reeled severely. A number of economic measures launched by the Government for effected sectors, including fiscal stimulus, tax and loan concessions, have started yielding results though slowly. The high impact sectors like aviation, hotels, restaurants, retail, shipping, ports and port services will have to be assuaged in a prudent manner. There cannot be instant reversal, but Government concern and intentions are noteworthy and deserve commendation.

This conference will be deliberating on many of covid related issue as encompassed in its theme. This will generate good learning and knowledge creation for academic world with appropriate benign signals to industry to overcome the huge challenges in front of them.

**Kamal Kishore**

# Conference Schedule

**10ᵗʰ International Conference on Management Practices and Research**

**Theme: Leading and Managing to Survive and Thrive During Covid-19**

**29ᵗʰ January 2021**

| 10:15-11:40 AM | Inaugural Session<br>Zoom Id: 841 3576 4082<br>Password: apeejay |
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**Welcome note and Lighting of the lamp**
**Welcome address**: Mr O P Khanduja, Executive Director, ASM
**Opening Remarks:** Dr Amit Sareen, Director ASM
**Inaugural Address:** Dr Philip Russel, Dean, School of Business, Thomas Jefferson University, Philadelphia, USA
**Keynote Address I:** Dr R S Pradhan, Academic Director, Uniglobe College, Kathmandu, Nepal
**Keynote Address II:** Dr D K Malhotra, Professor, Thomas Jefferson University, Philadelphia, USA
**Vote of Thanks:** Dr Sudhi Sharma, Assistant Professor, ASM

| 11:50 AM Onwards | Technical Session – I<br>Session Chair: Dr Gokulnanda Patel, Professor, BIMTECH<br>Session Chair: Prof Kamal Kishore, Dean and Professor (Finance), ASM<br>Zoom Id: 841 3576 4082<br>Password: apeejay |
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**Development and Validation of Mutual Fund Flow Scale: A Perceptual Study**
*Dr Pooja Chaturvedi Sharma*

**Volatility Linkages and Spillover Mechanism among Indian, American and European Stock Markets**
*Dr Shalini Aggarwal, Dr Vikas Garg and Mr Nitin Kulshretha*

**Relationship between Mispricing, Liquidity and Life of Mispricing: Evidences from Stock Futures of India**
*Ms Deeksha Garg and Prof Karam Pal Narwal*

**Emotions Matter! Exploring the Instruments for EI Measures: A Review**
*Ms Meru Das, Dr Vivek Singh and Dr Rajnish Ratna*

**Corporate Social Responsibility: Serving the Bottom of the Pyramid**
*Ms Reepu*

**Moderating Role of Self-Concept in Anxiety: Sleepiness Relationship in Context to Social Media Usage: A Study on Adolescents in India**
*Dr Sheetal Singh, Dr Shalini Srivastava and Dr Neha Verma*

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| **Impact of Social Media Platform on Teenager's Attitude** <br> *Dr Sheetal Singh and Dr Gaurav Joshi* |
| **The Spread of Pandemic COVID-19 (SARS-CoV-2) Cases and Mortality Rate during Lockdown-2.0 in India** <br> *Dr V. N. Saxena and Mr A. K. Singhal* |
| **Impact of HRD Climate on OCB and Employee Motivation: A Study of Public and Private Sector Employees of NCR** <br> *Ms Rakhi Ghanshala, Dr Parikshit Joshi and Dr Manish Kumar* |
| **Introversion Analysis in Forecasting the Energy Commodities** <br> *Dr Miklesh Prasad Yadav, Ms Deepali, Dr Vandana and Dr Abdul Wajid* |
| **Forecasting Returns of Crypto Currencies: Analyzing Robustness of Auto Regressive and Integrated Moving Average (ARIMA) and Artificial Neural Networks (ANNs)** <br> *Dr Sudhi Sharma and Mr Bijesh Dhyani* |
| **Organizational Innovation in Knowledge Intensive Business Services: The Role of Networks, Culture and Resources for Innovation** <br> *Dr Amit Sareen and Dr Sharadindu Pandey* |

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| **11:50 AM Onwards** | **Technical Session – II** <br> **Session Chair: Dr. Richa Dahiya, Dean and Professor, J.K. Business school** <br> **Session Chair: Dr. Etinder Pal Singh, Professor (Marketing), ASM** <br> **Zoom Id : 717 8849 727** <br> **Password :** apeejay |

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| **Customer Metrices for Successful Relationship Building** <br> *Dr Reetika Jain* |
| **Personality as a Predictor of Wearable Fitness Trackers** <br> *Dr Shweta Jha and Dr Vandana Malviya* |
| **Fintech and Banking: What Led to India adoption?** <br> *Ms Reepu* |
| **Instrument Development for the Effectiveness of Reality-Based Crime Show: CAB Model** <br> *Mr Ram Kinkar Singh, Dr Rakesh Prakash and Dr Ruhi Lal* |
| **Mindfulness and Self Esteem: Conceptual Analysis** <br> *Mr Ankit Aggarwal, Dr Manish Kumar and Girish Lakhera* |
| **Transformational Power of Frugal Innovation: A Case Study of Chotukool** <br> *Mr Sahil Grover and Dr Srirang K Jha* |
| **Perpetual Difference towards Employee Engagement with Demographics: Empirical Study of IT Employees** <br> *Ms Meru Das, Dr Vivek Singh, Dr Shashank Mehra and Dr Rajnish Rana* |

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| **Application of the Analytic Hierarchy Process (AHP) in Multi-criteria Analysis of the Selection of Service Quality Parameters in Selection of Banks**<br>*Dr Monika Arora and Indira Bharadwaj* |
| **Exploration of Job Satisfaction and Its Inter-Dimensions Relationship in Healthcare**<br>*Dr Rajnish Ratna, Dr Sheetal, Dr Akhilesh Tiwari and Dr Saniya Chawla* |
| **A Study of Relationship between Central Government Financial Assistance to Contain COVID-19 and Mortality Rate in Indian States and Union Territories**<br>*Dr V. N. Saxena and Dr Ankita Srivastava* |
| **Forecasting Returns of Indices of Emerging Countries: Analyzing Robustness of Auto Regressive and Integrated Moving Average (ARIMA) and Artificial Neural Networks (ANNs)**<br>*Dr Sudhi Sharma and Bijesh Dhyani* |

# Contents

# Development and Validation of Mutual Fund Flow Scale: A Perceptual Study

## Dr Pooja Chaturvedi Sharma[*]

## Abstract

This paper developed a scale for measuring mutual fund flow and its antecedents by thoroughly evaluating reliability and validity of the selected measures. Considering the global amplification and increasing awareness of investors, this scale is the need of the hour. Findings of the present research study provide a compact cluster of factors playing influential role in framing the perception of mutual funds. On the basis of detailed review of literature and data analysis, five determinants identified and used for developing Mutual Fund Flow Scale were risk, return, fund characteristics, fund manager and fund family. These determinants are highly practical and pertinent to all categories of mutual funds. The current study makes equal contribution in academic as well as practical domains. From an academic standpoint, it contributes to the accessible literature on investment management and behavioral finance. From managerial perspective, this study will have wide-ranging connotations in framing hard-hitting market stratagem and in bringing focus on individual investor.

**Keywords:** Fund Characteristics, Fund Family, Fund Manager, Mutual Funds, Perception, Return, Risk, Investor Behaviour.

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# Volatility linkages and Spillover Mechanism among Indian, American and European Stock Markets

## Dr Shalini Aggarwal[*], Dr Vikas Garg[**] and Nitin Kulshrestha[***]

## Abstract

The present study investigates the long term cointegration, volatility linkages, transmission and spillover mechanism to-and-fro from implicit Volatility Index of Indian stock market with other leading stock markets of the world i.e., France, US, UK, Germany, China and Japan. Investment theory is used to support the hypothesised relationships. The empirical analysis employs the Johansen Cointegration model, Generalized Impulse Response functions, Granger Causality and Variance Decomposition models to capture the long-term integration, volatility linkages and transmission effects on exchange rates. Further the study uses BEKK GARCH model to address volatility spillovers among the studied exchange rates by using the daily data from January 1, 2011 to December 31, 2019. The results of the study indicate towards the statistically momentous cointegrating variable, volatility linkage and return spillover between the stock market of India and markets of the France, US, UK, Germany, China and Japan. The paper highlights the importance of international volatility broadcast of Indian stock market indices w.r.t. to the international stock market indices that provides valuable input for developing better portfolio diversification strategies among portfolio managers and market participant. The study elucidates the behaviour of the financial markets and evaluates the progression by which financing decisions are attained by risk modelling technique.

**Keywords:** Cointegration, Spillover mechanism, Volatility linkages, BEKK GARCH model, international stock market, Portfolio diversification

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# Relationship between Mispricing, Liquidity and Life of Mispricing: Evidences from Stock Futures of India

## Deeksha Garg[*] and Prof Karam Pal Narwal[**]

## Abstract

This case tries to explain the concept of mispricing in the stock futures. To calculate the mispricing the difference between actual prices of stock futures and the theoretical price based on the cost of carry model is considered. We have taken two extreme stocks based on liquidity amongst the stocks of top three indices namely Nifty, Bank Nifty and Nifty IT. The selection criteria considered the most liquid and least liquid stock of each index. The pricing errors in the real-life examples showcased the inverse relationship between mispricing and liquidity in the stock futures. The case emphasized on the role of liquidity in explaining the period of mispricing in stock futures. This will try to encourage the discussion in the class pertaining to arbitrage opportunities in stock futures based on real- life scenario. The case motivates the students to delve deeper in the idea of mispricing and bridge the gap between theory and practice.

**Keywords:** Mispricing, Liquidity, Real-life Scenario, Indian Future Market

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# Emotions Matter! Exploring the Instruments for EI Measures: A Review

## Meru Das, *Dr Vivek Singh** and Dr Rajnish Ratna***

## Abstract

The human intelligence is mostly solely regarded by people as a rational characteristic that some of us possess. With their elevated IQs Albert Einstein and Stephen Hawking the great scientists have left an indelible impression upon us and prompted us to think that intelligence is all about having analytical and cognitive abilities. However, there is another form of intellect that is very conveniently overlooked by humans but is as critical as its counterpart-Emotional Intelligence. It has been said that Emotional Intelligence (EI) has created unprecedented curiosity for researchers and academics in both the lay and science fields. The concept of Emotional Intelligence originated as Ability based construct in 1990. Two more conceptually distinct models of EI have emerged over the past three decades (often referred to as "trait EI" and "mixed model EI,) along with a vast number of psychometric instruments designed to test these forms. In this paper we seek to provide an overview of the different instruments of EI 1. Mayer-Salovey-Caruso Emotional Intelligence Tests (MSCEIT) 2. Self-report Emotional Intelligence Test (SREIT) 3. Trait Emotional Intelligence Questionnaire (TEIQue) 4. Bar-On Emotional Quotient Inventory (EQ-i)5. Situational Test of Emotional Understanding/Management (STEM/STEU) 6. Emotional and Social Competence Inventory (ESCI)

**Keywords:** Emotional Intelligence, Measures, Trait, Ability

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# Corporate Social Responsibility: Serving the Bottom of the Pyramid

## Reepu[*]

### Abstract

Corporate Social Responsibility exists way back from the year 1953. But it has evolved with the passage of time. But CSR was culminated to be philanthropic, regulated as well as institutionalized one.  There exists GreenCo rating, an initiative of Confederation of Indian Industry (reckoned as CII) onto which Godrej & Boyce have bagged platinum plus. The present paper examines Godrej & Boyce, their CSR board, CSR projects, CSR focal area, their green India drive as well as their COVID-19 endeavors.

**Keywords:** CSR, Godrej & Boyce, Good & Green, Greenco

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# Moderating Role of Self-Concept in Anxiety: Sleepiness Relationship in Context to Social Media Usage: A Study on Adolescents in India

**Dr Sheetal Singh,[*] Dr Shalini Srivastava[**] and Dr Neha Verma[***]**

## Abstract

Social media use has become inescapable and persuasive across all stage of human life cycle. It is essential to study the impact of social media use on the sleepiness, anxiety and self-concept of adolescent. Since adolescent is the transition stage from the childhood to young so it is highly susceptible to increased risk of low self-esteem, anxiety and depression. This study focuses on relationship of self-concept on anxiety and sleepiness due to social media use. 202 adolescents who are using social media for minimum 1 hour were considered for this study. Adolescent's Self Concept Short Scale, Hamilton anxiety rating scale and Cleveland Adolescent sleepiness questionnaire were used to measure the self-concept, anxiety and sleepiness of adolescent. The study adopted SPSS and Macro PROCESS Hayes to analyse the data. The result of study reveals the positive association between anxiety and sleepiness, negative association between anxiety and self-concept and negative association between self-concept and sleepiness. The self-concept also partial mediate the relationship between the anxiety and sleepiness. Duration of social media use was found significant with sleepiness of adolescent whereas it is insignificant with anxiety and self-concept of adolescent. Understanding the social media use, self-concept, anxiety and sleepiness is necessary for adolescent in digital age.

**Keywords:** self-concept, anxiety, sleepiness, adolescent, social media use

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# Impact of Social Media Platform on Teenager's Attitude

## Dr Sheetal Singh[*] and Dr Gaurav Joshi[**]

**Abstract**

The main objective of the research paper is to examine the impact of social media marketing communications on teenagers' attitude. The study aims to measure the impact of social media marketing communication on all three attitude components i.e., cognitive, affective, and behavioral. The study also considers the demographic factors that impact the attitude of teenagers with respect to the social media marketing communication. The Single cross-sectional design under descriptive research has been used to understand the impact of social media on attitude of the teenagers. The generalized linear regression model has been used for analysis of statistical data gathered from questionnaire. The study reveals that social media marketing communications has a positive impact on each attitude component among teenagers. The results also show that teenagers who has large friend circle in social media and the long hours presence in social media has the more favorable attitudinal responses towards the social media marketing communications. The different age groups within the teenagers shows the different kind of attitude towards the social media marketing communication. The study also found that there is significant difference in the attitude of male and female with respect to social media marketing communications.

**Keywords:** Social Media, Attitude, Teenagers, Cognitive, Affective

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# The Spread of Pandemic COVID-19 (SARS-CoV-2) Cases and Mortality Rate during Lockdown-2.0 in India

## Dr V. N. Saxena* and A. K. Singhal**

## Abstract

All over the world we have witnessed the spread of pandemic COVID-19 (SARS-CoV-2). In India first case was reported from Kerala on January 30, 2020[1] and the first death was reported on 12th March in Karnataka [2]. The nationwide lock down was first announced by Prime Minister Shri Narendra Modi on 24th march 2020 in a bid to combat the corona virus threat[3]. It was further extended from 15th April to 3rd May 2020 for a period of 19 days. The Union Home Ministry held a comprehensive review meeting on the situation arising from lockdown 1.0 in the country and found that, there has been tremendous gains and improvement in combating corona virus [4]. Fresh guidelines to fight COVID19 would be released after the period of Lockdown 2.0 on 4th May, which may give considerable relaxations to many districts falling in the Orange and Green Zones; depending on the effectiveness of Lockdown 2.0. The purpose of the second lock down was to control the spread of COVID-19 by breaking it's vicious cycle of transmission through social distancing.[5] The WHO hailed the bold step taken by India to contain the spread of Corona virus[6]. The Central and the State governments have made several arrangements for migrant labourers and students especially from Kota, Rajasthan to be brought to their home towns/ villages[7]. The research tries to access the containment of corona virus and death rate by India States and Union Territories; in Lockdown 2.0. The findings of the study reveals that the States of Kerala, Bihar, Karnataka, Tamil Nadu and Himachal Pradesh and Union territory of Chandigarh were able to control the spread of COVID-19 and the mortality rate caused by the virus to a greater extent as compared to the States of Maharashtra, Gujarat, Delhi, Madhya Pradesh, Rajasthan, Uttar Pradesh and West Bengal. [Table 1] The research reveals that the administration (Central and State) and Corona Warriors (Para medical staff, Police, Paramilitary forces and sanitation workers) were able to effectively control the pandemic.

**Keywords:** Migrant Labour, Shelter home, Mass Movement, Corona warriors

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# Impact of HRD Climate on OCB and Employee Motivation: A Study of Public and Private Sector Employees of NCR

**Rakhi Ghanshala[*], Dr Parikshit Joshi[**] and Dr Manish Kumar[***]**

**Abstract**

The mantra for sustainable growth in current competitive and challenging environment is ensuring employee satisfaction and motivation. Several measures have been introduced for ensuring and measuring the employee growth in organizational settings. However, the role of human resource development climate (HRDC) cannot be undermined. Based on conservation of resource theory the current study aims at examining the impact HRDC on organisational citizenship behaviour (OCB) and employee motivation (EM), in public and private sector firms (manufacturing and service) operating in NCR (National Capital Region), India. Using pre-validated instruments, the study constructs were measured. Data was collected from 102 employees, working in manufacturing and service sectors of National Capital Region (NCR), India. Through structural equation modeling approach, the conceptual model was tested. Findings reveal that HRDC has a strong positive association with OCB and but poor association with EM.

**Keywords:** HRD Climate, Organisational Citizenship Behaviour, Employee Motivation

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# Introversion Analysis in Forecasting the Energy Commodities

**Dr Miklesh Prasad Yadav\*, Deepali\*\*, Dr Vandana\*\*\* and Dr Abdul Wajid\*\*\*\***

**Abstracts**

Energy prices affect groceries to the clothes and electronic devices to the gasoline we put in our cars, a world without energy commodities would be a world without inevitable things to survive. The COVID 19 has created bubble of pessimism and affected the energy commodity prices tremendously. The objective of this study is to forecast energy commodity and check the intervention effect on energy commodity. Crude oil and natural gas are the proxies of energy commodities. We apply autoregressive integrated moving average (ARIMA) to forecast the daily prices and intervention analysis to check the effect of lockdown on these two commodities. An ARIMA (5,0,5) and ARIMA (5,0,4) are suitable models for forecasting the crude oil and natural gas prices. The result reveals that these commodities are forecastable, and investors can generate returns investing in these commodities. In addition, intervention analysis indicates that first lockdown in India has affected crude oil significantly but not the natural gas. The study provides insights to the investors and policy makers while forecasting the energy commodity.

**Keywords:** Energy prices, crude oil, natural gas, autoregressive integrated moving average, Intervention Effect, Covid-19

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# Forecasting Returns of Crypto currencies: Analyzing Robustness of Auto Regressive and Integrated Moving Average (ARIMA) and Artificial Neural Networks (ANNs)

## Dr Sudhi Sharma[*] and Bijesh Dhyani[**]

**Abstract**

With the increase in popularity of crypto currencies, it is becoming extremely crucial to predict what the prices of the currencies are going to be in the future. After the outbreak of COVID-19, the crypto currencies in general and Bitcoin in particular has shown tremendous growth in the prices. Institutional investors are considering crypto as a hedging asset class to protect from probable loss. Among crypto currencies, Bitcoin is the first as well as the most popular currency till date. Since its launch in 2009, it has become widely popular amongst various kinds of people for its trading system without the need of a third party and also due to high volatility of Bitcoin price. There are various literatures available to see the volatility and factors affecting the prices in linear models. But a very scant literature is available to predict the prices of currency. The study is able to cater the research gap. We propose a suitable predictive model that can predict the market price of Bitcoin best by applying a few statistical analyses. However, in this paper we have used the ARIMA model to forecast values. Our work is done on five year's Bitcoin data from 2015 to 2020 based on time series approaches especially autoregressive integrated moving average (ARIMA) model and checked the robustness of the model. The result shows that the best model of ARIMA for Bitcoin (0, 1, 0). The form of pdq reveals that the series is not based on its own past values.

**Keywords:** Bitcoin, Predictive Model, ARIMA, Robustness

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# Organizational Innovation in Knowledge Intensive Business Services: The role of Networks, Culture and Resources for Innovation

## Dr Amit Sareen[*] and Dr Sharadindu Pandey[**]

## Abstract

Among the service sector firms, Knowledge Intensive Business Services (KIBS) are highly innovative. Traditionally, innovation has been looked from a product or process innovation point of view. However, companies may also innovate in terms of their administrative processes and organizational structures. A firm may increase the deployment of cross functional teams or increase intra organizational collaboration. This is referred to as *Organizational Innovation* (OI). Organizations also have network relationships with their customers, suppliers, select competitors and investors. These networks are an important source of knowledge, technology and resources. Firms can collaborate and leverage these networks for innovation. Also the culture for innovation and resources available for innovation within a firm play an important role. The study evaluates the role of *Network Relationships* with: *Customers* (NC), *Suppliers* (NS), *Select Competitors* (NCOM) and *Investors* (NI) and *Culture for Innovation* (CI) and *Resources for Innovation* (RI) in a firm on *Organizational Innovation* (OI). The study finds that a strong culture for innovation (CI) has a positive effect on organizational innovation (OI). Similarly networks with investors (NI) has a positive effect on OI as strategic investors are able to bring knowledge from the outside world. Also, the study finds that network relationships with customers (NC) has a moderately significant effect on organizational innovation as knowledge-based service firms have a strong client orientation and many times teams, administrative processes and organizational structures need to be aligned to the needs of the clients.

**Keywords:** Service Innovation; Networks; Knowledge Intensive Business Services; Organizational Innovation; Administrative Process Innovation; Culture For Innovation; Resources for Innovation

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# Customer Metrices for Successful Relationship Building

## Dr Reetika Jain[*]

**Abstract**

Customer focus is the quintessential mantra for any business to compete and succeed. A happy and satisfied customer brings more business for the firm both via spending more as well influencing other through the word-of-mouth. Yet, an important question is, are all customers equally important requiring same level of company's focus? The present study is an attempt to answer this question by analysing the past research in the area of Customer Relationship Management (CRM). The success of any CRM technique is dependent on the customer database i.e., customer contact-points and customer footprints in the company. Collecting and managing customer data has eased today with the help of ICT revolution, artificial intelligence, database management, etc. Consequently, such immense customer data with the company can be analysed to know customer profitability, customer value as well as customer equity. Since it is not viable for businesses to satisfy a low value customer at par with the high value customer, therefore, prioritizing the customers on the basis of their profitability, value or future equity can be a possible solution. These are referred as customer metrices in the past research. The choice of a particular metric is dependent on available customer data, resources availability for data analysis as well as accuracy of predictability of customer relationship metric. Using an apt CRM metric, a business can channelize its resources more on high-value customers and allocating just optimal resources on other customers. Among the three widely used CRM techniques viz. Customer Profitability, Customer Lifetime Value and Customer Equity, the study concludes that latter two techniques have high predictability to identify high value customer groups. This will help companies to focus its limited resources in terms of marketing strategy to enhance company's financial performance.

**Keywords:** Customer, Customer relationship management, customer database, customer metrices, performance.

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# Personality as a Predictor of Usage of Wearable Fitness Trackers

## Dr Shweta Jha* and Dr Vandana Malviya**

**Abstract**

Personality types play a crucial role in determining the usage of wearable fitness trackers. People of different personality types respond contrariwise toward urge for using wearable fitness trackers, setting goals, monitoring their own physical activities and rejoicing accomplishment of set objectives by sharing the outcomes with friends and family members. This article provides an incisive view regarding the extent to which personality types might predict the usage patterns vis-à-vis wearable fitness trackers.

**Keywords:** Personality Types, Wearable Fitness Trackers, Youth, Health and Wellness, India

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# Fintech and Banking: What led to India adoption?

## Reepu[*]

**Abstract**

Fintech a buzzword of finance domain has all, as it entangles block chain, voluminous data processing etc. Investments in India have surged to $1.47 billion, seeking a 60% rise in the early January to June this year. India is the second highest Fintech adopter after China. Fintech exists cross varied sectors. The present paper attempts to reckon the factors that have led to Fintech adoption specifically in banking sector and exhibits Indian banking association with Fintech

**Keywords:** Factors, Finance, Fintech, India, Investments, India

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# Instrument Development for the Effectiveness of Reality-Based Crime Show: CAB Model

## Ram Kinkar Singh[*], Dr Rakesh Prakash[**] and Dr Ruhi Lal[***]

## Abstract

In terms of explaining human behavior, CAB (Cognitive Affective Behavioral) model is widely discussed. Cognition and affective states of human being carry multiple effects from various sources. Reality based crime shows poses a deep cognitive effect on human psyche, which is further resulted in behavioral manifestations. In this backdrop, this study aimed to design an instrument to measure the effectiveness of reality-based crime show and to establish its convergent validity, discriminant validity, and reliability. Following the literature review on the CAB model, this study developed the items of the scale. Defined three constructs: cognitive, affective, and behaviour. It took general awareness and causal awareness as subdomains of a cognitive construct; emotional coping and sympathetic feelings under affective construct; responsible, preventive, maladaptive, and novel technique seeking behavior were covered under behavior construct. Using the cross-sectional design this questionnaire was answered by 400 participants from the metro-cities. This study applied a confirmatory factor analysis using SEM and SPSS-20. All the construct and their respective subdomains achieved AVE (Average Variance Extract) values ≥ .50, which indicative of convergent validity. The values of square-root of AVE were higher than their respective correlation coefficients, which is evident of discriminant validity. Cronbach's alpha and composite reliability were ≥ .80 for all the constructs and subdomains, which indicated the strong reliability of all subdomains and constructs. All the constructs and subdomains achieved convergent validity, discriminant validity, and reliability except Responsible behavior. Responsible behavior could not achieve the discriminant validity. The sample was limited to the young population from metro cities. Diversity in socio-economic profile could give new results. This CAB scale can measure the effectiveness of reality-based crime shows.

**Keywords:** Reality-based-crime show, Cognitive, Affective, Behavioral, Causal-awareness, general-awareness, sympathetic-feelings, emotional-coping, preventive-behaviour, responsible-behaviour, maladaptive-behaviour, and novel-techniques-seeking-behaviour

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# Mindfulness and Self Esteem: Conceptual Analysis

## Ankit Aggarwal[*], Dr. Manish Kumar[**] and Girish Lakhera[***]

**Abstract**

Twenty First century marks very important events and one of the most important revolution being introduction of Internet. With the proliferation of mobile devices such as smartphones, tablets and usage of social networking sites it has become an irreplaceable instrument, and with low-cost internet charges it is easily accessible. As everything has its own pros and cons, the major drawback of Internet/mobile phone/social networking sites is we constantly gaze into our handsets, laptops, desktop losing the concentration required to perform a task or work. Our mind is diverted leading to paying less attention to other high priority work. Mindfulness is the concept which is revolving around for past 2 decades and has gained importance due to distractions caused by these elements be it in workplace and in education. Mindfulness - ' A mental state achieved by focusing one's awareness on the present moment' has increased its bandwidth of application areas starting initially from medicines to other fields. Education becoming one of the latest benefactors of the technique. Research on Mindfulness has highlighted its positive effects on increase of attention and emotional self-regulation on students. This article addresses the importance of mindfulness and its beneficial effects on self -esteem and stress.

**Keywords:** Mindfulness, Self-esteem, Conceptual Analysis

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# Transformational Power of Frugal Innovation: A Case Study of Chotukool

**Sahil Grover* and Dr Srirang K Jha****

**Abstract**

Frugal innovation is based on the concept of reducing the input costs without compromising the quality and features of any product so that it becomes affordable for people with limited resources and lower paying capabilities. Chotukool developed by Godrej is a classic case of frugal engineering and frugal innovation which has provided an affordable alternate refrigerator to rural consumers typically having lower paying capacity and facing intermittent power supply. Godrej pioneered manufacturing of refrigerators in India. For a long time, the refrigerators were considered to be a luxury item that only the affluent could afford. However, gradually many players turned up in the market and the refrigerators became affordable for a large number of middle-class populations. Yet, the refrigerators remained out of bounds for the rural folks in the country. Once again, Godrej took initiative to provide affordable and viable alternative to refrigerators better known as Chotukool which consumes half the energy as compared traditional refrigerators and keep things cool for three hours without electricity in view of the intermittent power supply in Indian villages. True, frugal innovation has enabled the rural consumers to own and use a worthwhile substitute to refrigerators at affordable price.

This case study explores the evolution of Chotukool through frugal engineering and frugal innovations. As such, Chotukool has about 20 components whereas a normal refrigerator has about 200. The study also examines how Chotukool penetrated the rural market and transformed the lives of people in villages in India. Indeed, Chotukool is India's first mobile food and beverage cooler. The product is altogether different from a traditional refrigerator as it is small as well as compact and runs on a thermoelectric chip instead of compressor which consumes significant volume of power. The product has a unique and simple design, is portable and capable of running through even a small car battery. Its body is made up of plastic which gives it an advantage over other metal products making it rust proof and light weight. The other features of product include capability of retaining cooling up to 3 hours without any kind of power supply. It cools items up to 10° and keeps them fresh. Chotukool has storage capacity of 43 litres and weight about 7.8 kilograms. It is customizable as customers can choose among multiple design and colour schemes in accordance with their personal style.

**Keywords:** Frugal Innovation, Frugal Engineering, Chotukool, Rural Markets, India

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# Perpetual Difference towards Employee Engagement with Demographics: Empirical Study of IT Employees

## Meru Das,[*] Dr Vivek Singh,[**] Dr Shashank Mehra,[***] Dr Rajnish Ratna[****]

## Abstract

For the business or any organization to succeed, there is only one area which they need to work on and that is how well the employees and relationships function. That's the reason that the world today is paying an increased attention to "Employee Engagement". The objective of the study is to ascertain how Employee engagement and its facets like Growth, Teamwork, Management Support and Basic Needs, differ with workers demographic factors including gender, age, experience. Data was collected through self-administered questionnaires from 223 working adults in the IT companies of Pune, Maharashtra. Findings were made the help of standard statistical software such as SPSS and complete model testing was done with the help of AMOS. One-way ANOVA, Post Hoc test and T-tests are also used. The current study discovered that overall male employees have elevated engagement level than females. Female employees outscore men employees in dimension of Basic Need of Employee Engagement thus concluding that females are greatly engaged at the entry level. Findings reveal that employees between 31-40 years and senior employees are highly engaged. The study has practical implications as now the employers are aware that employee engagement in males on two dimensions namely Growth and Management support, is more than of females in the IT organizations.

**Keywords**: Employee Engagement, Gender, IT, Experience, Age

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# Application of the Analytic Hierarchy Process (AHP) in Multi-criteria Analysis of the Selection of Service Quality Parameters in Selection of Banks

## Dr Monika Arora[*] and Dr Indira Bhardwaj[**]

**Abstract**

Banking sector in India has been facing multifaceted challenges over the past few years, ranging from NPAs to loss of credibility and lack of liquidity. With the advent of the scenario where Banks need to revive the trust in minds of their customers, there is a need for them to enhance the quality of customer interaction by providing high quality customer service. This enriched customer interaction is expected to lead to greater customer satisfaction and will foster the ability of the banks to retain their customers. Thus, Banks today are thus working hard to achieve greater customer satisfaction by providing better and improved quality of services. This study measures and compares customer perceptions on service quality of banks. For this research, a structured questionnaire was used to collect primary data for five service quality parameters assessing the quality of customer service in banks. The five parameters are reliability(R), assurance (A), tangibles (T), empathy (E) and responsiveness (R) (RATER). The parameters have been analyzed for all these categories using Analytical Hierarchical Process (AHP) and the ranking of parameters has been attempted with an aim to help the banks take the better decisions by prioritizing parameters in all their service quality aspects.

**Keywords:** Reliability, Assurance, Tangibles, Empathy, Responsiveness, Service Quality, Banking

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# Exploration of Job Satisfaction and Its Inter-Dimensions Relationship in Healthcare

**Dr Rajnish Ratna**[*]**, Dr Sheetal**[**]**, Dr Akhilesh Tiwari,**[***] **Dr Saniya Chawla**[****]

## Abstract

Employee satisfaction is a prime factor of employee motivation and morale in the workplace which leads to better individual and organizational goal achievement and finally results into improved quality and quantity of output. This study is conducted to explore satisfaction level of employees in a healthcare sector and inter-dimensional relationship. A descriptive research design was adopted. Data is collected from 209 employees of a single organisation through a well-designed questionnaire. The analysis was carried out with the help of SPSS and AMOS. The analysis showed that most people were highly satisfied with the management practices whereas least satisfied with their working environment. There is significant difference in job satisfaction level in male and female employees. There is also significant difference in satisfaction with respect to job category as executives were the highly satisfied while nurses being least satisfied. It is also found that factors 'job profile' and 'work environment' lead to individual as well as organizational growth where 'management practices' plays a mediating role in relating these dimensions varying from full to partial mediation. Human resource manager needs to work on job description to match with specification, training and development to update knowledge and skill, compensation to match with prevailing industry standard, career planning for individual growth and conducive management practices so that individual can relate with organizational growth. It is also recommended to conduct job satisfaction survey on regular interval to time with all relevant dimensions of job satisfaction.

**Key Words:** Employee Satisfaction, Job Profiling, Work Environment, Management Practices, Individual Growth and Organizational Growth

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# A Study of Relationship between Central Government Financial Assistance to Contain COVID-19 and Mortality Rate in Indian States and Union Territories

## Dr V. N. Saxena[*] and Dr Ankita Srivastava[**]

**Abstract**

COVID-19has left the world devastated. The infections and deaths in countries are on the rise, despite of all the precautions and efforts by their respective Governments. The current study attempts to investigate the association between the Governments efforts, in the form of financial aids during the COVID-19pandemic, to contain this fatal disease and its mortality rates of States and Union Territories of India. The mortality data of all the unlock phases i.e. 1.0 to 5.0 for the period, from June 2020 to October 2020 has been considered. The analysis found a significant association between the two through panel data analysis. The government financial aid cannot solely curb coronavirus. Other factors like citizens awareness of this lethal virus, hygiene, social distancing may also be contributing towards it.

**Keywords:** Mortality, COVID-19, Government, Financial Aid, Social Distancing

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# Forecasting Returns of Indices of Emerging Countries: *Analyzing Robustness of Auto Regressive and Integrated Moving Average (ARIMA) and Artificial Neural Networks (ANNs)*

## Dr. Sudhi Sharma[*] and Bijesh Dhyani[**]

## Abstract

Forecasting time series in general and indices in particular is the most challenging analysis. The time series of stock prices is peculiar because of its high frequency and volatility. The stylized fact about the time series of stock prices is that volatility behaves in a conditional fashion. It means volatility is time variant and there is an evidences of volatility clustering, which means large changes tends to large changes and low changes tends to further low changes. This makes stock indices unique from other time series like macro variables. Predicting time series is in the paradigm of investors to strategize their investments position in the market. The study aims to forecast the stock prices of emerging countries. The rationale behind the selection of emerging countries backed with the fascination of FIIs towards developing countries. The study provides the best suitable models by applying. Auto Regressive Conditional Moving Average (ARIMA) and Artificial Neural Networks (ANNs). The rationale behind the selection of the model is that current prices depends on past prices, thus the pattern of prices are auto regressive in nature. Henceforth, the study has applied ARIMA model. Further, Artificial Neural Networks (ANNs) has been used widely to predict time series even if they are non-linear or non-stationary. Henceforth, study has applied both models and finally the selection of best-suited model has been done based on Mean Error (ME), Mean Absolute Error (MAE) and Mean Absolute Squared Error (MASE).

**Keywords**: Emerging Countries**,** ARIMA, ANNs, ME, MAE, MASE

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