

# SKYLINE BUSINESS JOURNAL

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## **EDITORIAL**

This issue brings about a defining moment in the SBJ journey of scholarly pursuits. The editorial board has been enlarged and quite a few reputed academics have been co-opted. With their vast experience SBJ will surely grow from its current strength to strength of another level.

Eight research papers have been included in this issue along with regular features of 'book-review' and list of forthcoming conferences. Issue of corporate social responsibility has been raised in regard to institutional investment in one of the papers that presents a model of impact of CSR on institutional investment and institutional ownership and concludes that a positive and significant relationship exists. One paper examines the comparative buying behavior of rural urban consumers towards the purchase of mobile phones. There are in all four research papers with the Gulf Region as the focus of their studies. There is a paper on consumer behaviour and demographics which investigates young female UAE nationals' cosmetics buying pattern. In another paper consumer experiences have been explored in regard to toll-free numbers again in the UAE. In another paper a comparative analysis of the performance of various stock markets operating in the GCC (Gulf Cooperation Council) countries is the focus. The implication towards possible B2C e-Commerce adoption in the retailing operations of the region is addressed in yet another paper.

The editorial team of SBJ thanks all its patrons and contributors for continued support and wants to clarify that the process of review and publication is a lengthy process and any delay is inadvertent. The team urges all readers and well wishers to have patience and bear with us. We at SBJ are committed to quality and wish to reach out to a wider audience. The team is working out a plan to further expand its offerings and the next issue will see a few more features added.

**Dr. Amitabh Upadhya**

Editor-in-Chief

# **Managing Risk for Green Supply Chain Management: Competitive Strategies for Manufacturing Companies**

**R.C. Walke, Vinay Topkar, Sajal Kabiraj**

## **Abstract:**

The roll-out of the ISO 14001 Environmental Management System (EMS) is in fact driving this type of transition towards a time where environmental friendly practices are no longer be an optional business practice, but rather a competitive necessity for survival. In the process of evaluating the environmental consideration, companies need to shift its paradigm from the conventional departmental time-static worldview to a more holistic perspective which can effectively enable the observers to envision the interconnection between economic growth, environmental and social responsibility. Such efforts will eventually result in cleaner, safer operations, reduced usage and acceptable substitutions for hazardous substances, increased product recyclability and recovery, and improved transparency of information available to all stakeholders. The primary objectives of this research paper is to explore the antecedence outcome effects of (i) Sustainable Development in creating the Green Value Chain; and (ii) Green Value Chain in creating the Sustainable Competitive Advantage, for the manufacturing companies in India.

**Keywords:** Green Value Chain, Sustainable Development, Sustainable Competitive Advantage

# **Toll-Free Numbers and Consumers Experiences: An Exploratory Survey**

**K. Shivakumar**

## **Abstract**

This exploratory survey examines the experiences of consumers using toll free number during the following three phases (pre-usage, usage, post-usage). Data were collected from 240 respondents residing in and around the Emirates of Sharjah and Dubai. The results indicate that the sample find toll free numbers easy to operate and helpful. However, the respondents faced problems such as long waiting time and unable to speak to the right person. To improve the services of toll free numbers professionally trained staff should be made available round the clock to attend consumers' calls and organizations can prepare a list of frequently asked questions and orient the staff who attend toll free calls. It is further suggested that studies can be carried out separately on specific service industries or manufacturing organizations.

**Keywords:** Toll – free numbers, Consumers, Phases, Frequency, Problems, Training.

# **GCC Stock Markets: A Comparative Analysis**

**Manuel Fernandez, Nizar Mousa Sahawneh**

## **Abstract:**

A stock market is a public market where stocks of listed companies are traded. This study makes a comparative analysis of the performance of various stock markets operating in the GCC. GCC is a customs union that consists of six members Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and the UAE. The study covers a period of five years and seven stock markets. The comparative analysis of the stock markets is done on the basis of trading, market capitalization and number of days trade. The study reveals that the average overall performance of Doha Securities Exchange is the best followed by Dubai Financial Market, Abu Dhabi Securities Exchange, Muscat Securities Market, Bahrain Stock Exchange, Saudi Stock Exchange and Kuwait Stock Market respectively.

**Keywords:** Capital Market, Stock Market, Gulf Cooperation Council, Customs Union, Mutual Funds, Foreign Investors, Market Capitalization.

## **Cosmetics Buying Behavior of Young UAE Female Consumers: The Influence of Demographics Hamza Salim Khraim**

### **Abstract**

The purpose of this article is to investigate the influence of demographics on cosmetic buying behavior of young female consumers in the Emirate of Abu Dhabi in the UAE. To achieve this purpose, the descriptive research methodology was employed. Convenience sampling procedure used to choose female consumers between 16 to 42 years. The findings of this study indicated that female consumers tend to compare price of different brands, prefer brands made in specific countries as well as brands that are heavily advertised. Another important outcome found from this research that personality and self-concept are not important for female consumers. Finally, there was a significant difference in the consumer age, education, and income.

**Keywords:** Female buying behavior, Consumer Demographics, Cosmetics, UAE

## **B2C e-Commerce adoption possibilities in UAE: An empirical study on E-Readiness of Consumers Rajmohan P., Sael Rushdi Nimer Sabha**

### **Abstract:**

This study is focused on the possibilities of adopting Internet based buying attitude from the consumers of various products and services more intensely than the existing situation in UAE. The factors such as availability of Internet access, Intensity of Internet usage and e-Commerce awareness are used as the basis for measuring such e-readiness of the consumers considered in the study. With the sample size comprising of 266 e-transactions enabled customers residing in the cities of Dubai and Sharjah, three independent multiple regression models were used to find out that the initial willingness of the consumers to shop online has significant levels of dependency towards three dimensions of e-Commerce awareness such as basic understanding, product concern and e-transaction security. Relevant findings and the implications towards the possible B2C e-Commerce adoption in the retailing operations of the region is addressed in the study carried out with a descriptive research design and survey methodology.

**Keywords:** Internet, B2C e-Commerce adoption, e-Commerce awareness, e-transactions, e-readiness and Buying Attitude.

## **A Critical Analysis on Monetary Potency with special reference to ELGI Equipments ltd, Coimbatore. J.Shanmugan, C.Shivashanmugam, Chandra Bardai Bhatt**

### **Abstract:**

Financial strength of any organization leads to various development opportunities in the business field. The agro-equipment industry gains lots of momentum after the proclamation from the International Monetary Fund and World Trading Organizations, stating that food scarcity is the core problem for many countries in due course of time. The compressor manufacturing industry had a derived demand from food industry and need to be stronger to meet the challenges ahead. Hence the present study is to analyze the monetary potency of Elgi equipments with some significant models deployed i.e. Altman Z-Score (Multiple Discriminant Model).Based on the outcomes necessary suggestions were given to improve the standard of the organization.

**Keywords:** Financial strength, Agro-equipment, Altman Z score

# **A Hierarchical-Subgrouping approach for the determination of significant moderators influencing the relationship between favourable Organizational Climate and Job Attitude**

**Nitin Arora**

## **Abstract:**

This study seeks to contribute to a better understanding of the relationship between Organizational Climate and favourable employee commitment by an effort to determine the various moderators as a potential predictor through the Hierarchical Sub-group meta-analytic approach. Out of the ten moderators selected, eight moderators were found to be influencing majorly the said relationship. Gender, Age and Study Sample size exhibited very large influence in moderating the relationship. The findings have potential to affect how the Industrial Organization psychologist / HR managers / Consultants need to interpret the non-meta-analytic empirical studies before recommending the changes in the organization to increase the commitment levels in the Organizations.

**Keywords:** Moderator, Meta-analysis, Hierarchical Sub-grouping method, favourable Organizational Climate, employee commitment

## BOOK REVIEW

### Event Planning

Judy Allen, Director, Judy Allen Productions.

Wiley and Sons, New Delhi

Pp. 306; Pbk; ISBN 8126511214; Price INR 399; 2007.

Judy Allen has been a synonym for MICE business. Titles originating from the author are always handy and well received by the readers. "Event Planning" is no exception to her body of work. The cover describes it aptly as the ultimate guide to successful meetings, corporate events, fundraising galas, conferences and conventions, incentives and other special events.

The book is divided into nine chapters. The book opens with a very strong preface in which author provides the reasons for origin of the book. The first chapter titled 'The First Step : Initial Planning and Budgeting' emphasizes the usage of Murphy's law in events; 'what can go wrong, will go wrong.' Chapter two discusses about organization and timings. Author sums up it with expression ---- 'Screen writers have their scripts, song writers their music sheets and event planners their function sheets.' The importance of function sheet has been discussed to the minutest details. Chapter three is titled, 'Location, Location, Location' inspired by Sidney Sheldon the title is to 'emphasize' on the location aspect. Author provides cues for out of box thinking and suggests new locales like yachts, roller skating rinks or armory.

Chapter four, deals in everything about transportation. The chapter not only discusses the different sets of arrangement but details about parking also. Chapter five titled 'guest arrival' actually deals with the arrival of the guest. The weather considerations have been given prime importance by placing it at the start of the chapter. Chapter six is dedicated to venue arrangement. A detailed floor plan is handy and is a must. The 'minimum call' on labor and proper tabling it in the budget can reduce the overall costing. If budgets strings are tight then overtime has to be avoided at every cost. For multi event/sessions at the same venue the authors suggest soundproofing to make all the events at the venue successful. The chapter develops to discuss the importance of lighting and can have a profound effect on the professionalism of any event and thus ample care should be taken.

The title of chapter seven, "Who's It All For?" is ambiguous. It talks about the guest list, guest profiles, invitation etc. For a good coverage of an event author emphasizes upon the meticulous approach needed for media invitation. An extra step in handling of media can provide a mass coverage of the event. If children are also a part of the guest list then a special provision and arrangement according to their age group is a wonderful idea. Chapter eight tickles the taste buds and waters the mouth of the readers and reviewer as it discusses about food and beverages which is an integral part of every event. The menu planning has to be kept in mind including the growing fad of vegetarianism. Chapter Nine is the last chapter but the most important as it contains all the topics

and tips which could not be included elsewhere in the book. It is titled, 'Other Consideration' and should be considered as the last words by the reviewer/ reader. The chapter says that entertainment is also highly geography specific. What is considered entertainment in one region may be barbaric in other. Parting gift/ takeaway / memoirs may be inexpensive but add to the 'moments of truth.' The author recommends personalized thank you letters.

The appendix at the end of the book provides sample for all the cost sheet and function sheets needed for different kind of events. The sample function is all inclusive and can be utilized for any event.

The entire book is a comprehensive guide and will help all event managers and planners. The tips mentioned in the boxes between the chapters attract the attention of the reader. Questions and Answers in between the chapters on varied topics keep on answering the developing questions in the minds of the readers. Although, at times (chapter five) too many question answers give a feeling of a notebook than a text book. Examples are cited from all over the world in each topic providing innovative ideas to the planners. From rank beginners to seasonal professionals, it provides excellent guidelines as well as helpful details. The USP of the book are it's strategically well placed thoughts and user friendly presentations. The book can be used in the classrooms as well as the boardrooms.

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## Forthcoming Conferences

No.	Location	Dates	Area	Website Address
1.	Paris, France	14 to 15 July 2011	Annual Paris Conference On Money, Economy and Management	<a href="http://www.info-researchmeeting.com">http://www.info-researchmeeting.com</a>
2.	Baden-Baden Germany	1 to 5 August 2011	31st Annual Meeting of the International Institute for Advanced Studies in Systems Research and Cybernetics	<a href="http://www.iias.edu">http://www.iias.edu</a>
3.	Kathmandu Nepal	2 August 2011	Sustainable Tourism Development &	<a href="http://www.ols.org.np/icstdtm2011">http://www.ols.org.np/icstdtm2011</a>
4.	Singapore	9 to 10 August 2011	ICBF'2011: International Conference on Banking & Finance	<a href="http://www.airpak.org/CFinance.html">http://www.airpak.org/CFinance.html</a>
5.	shanghai, China	17 to 20 August 2011	Shanghai International Conference on Social Science 2011	<a href="http://www.shanghai-ic.org">http://www.shanghai-ic.org</a>
6.	Guangzhou, Guangdong, China	19 to 22 August 2011	2011 Annual Conference of China Marketing Science	<a href="http://www.ln.edu.hk/mkt/JMS2011/index.html">http://www.ln.edu.hk/mkt/JMS2011/index.html</a>
7.	Nairobi, KICC Nairobi	24 to 26 August 2011	Africa International Business and Management (AIBUMA) Conference	<a href="http://www.aibuma.org">http://www.aibuma.org</a>
8.	Linz, Upper Austria Austria	27 August 2011	Social Entrepreneurship in Europe	<a href="http://www.acrn.eu/conferences_files/SocEnt.html">http://www.acrn.eu/conferences_files/SocEnt.html</a>
9.	Maribor Slovenia	6 to 8 September 2011	4th Advances in Tourism Marketing Conference	<a href="http://www.institute.si/atmc-2011/">http://www.institute.si/atmc-2011/</a>
10.	Kaunas, Lithuania	22 to 24 September 2011	Management Horizons in Changing Economic Environment: Visions and Challenges	<a href="http://evf.vdu.lt/konferencijos/management-horizons">http://evf.vdu.lt/konferencijos/management-horizons</a>
11.	Los Angeles, California, United States	24 to 25 September 2011	Global Mindset Development in Leadership and Management Conference	<a href="http://uofriverside.com/conference.html">http://uofriverside.com/conference.html</a>
12.	Coimbra, Baixo Mondego, Portugal	27 to 29 September 2011	International Congress Tourism, Leisure and Culture - Destinations, Sustainability & Competitiveness	<a href="https://www.uc.pt/fluc/cegot/ctlc2011coimbra/ctlc2011/">https://www.uc.pt/fluc/cegot/ctlc2011coimbra/ctlc2011/</a>
13.	Boston, Massachusetts, United States	15 to 16 October 2011	Knowledge Globalization Conference 2011-Boston	<a href="http://www.kglobal.org">http://www.kglobal.org</a>
14.	Singapore	7 to 8 November 2011	Annual International Conference on Human Resource Management & Professional Development in the Digital Age (HRM & PD 2011)	<a href="http://www.hr-mgt.org">http://www.hr-mgt.org</a>
15.	Delhi, India	4 to 5 January 2012	Ethics, Morality, and Spirituality is the broad theme of XIII International Seminar	<a href="http://www.internationalseminar.org">http://www.internationalseminar.org</a>
16.	Seoul, Korea (South)	28 to 29 February 2012	International Management World Congress	<a href="http://im-worldcongress.review-gjsg.com">http://im-worldcongress.review-gjsg.com</a>
17.	Thessaloniki, Greece	23 to 27 May 2012	World Media Economics & Management Conference 2012	<a href="http://www.worldmediaxconf.com/">http://www.worldmediaxconf.com/</a>
18.	Vancouver, Canada	6 to 8 July 2012	Twelfth International Conference on Knowledge, Culture and Change in	<a href="http://ontheorganization.com/conference-2012/">http://ontheorganization.com/conference-2012/</a>

# SKYLINE BUSINESS JOURNAL

## Call for Papers

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Skyline Business Journal (SBJ) is an Annual publication of Skyline University College, Sharjah, U.A.E. SBJ invites original papers / Management Case Studies / Book Reviews from academicians and practitioners on management, business, tourism, finance, human resource management, information systems, marketing and organizational issues. Papers based on theoretical / empirical research or experience should illustrate the practical applicability and or the policy implications of work described.

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2. **Mailing Address:** Complete Mailing Address along with Telephone and E-mail Address should be given.
3. **Cover Page:** The first cover page shall contain the title of the manuscript, the author's name, and affiliation including acknowledgement, if any. This page will be removed before the manuscript is sent to a referee. The first page of text should show the title but NOT the author's name.
4. **Abstract and Keywords:** Each manuscript should include an abstract of about 100-150 words. Key words used in the paper should also be given.
5. **References:** References must be typed on a separate page, double-spaced, at the end of the paper. American Psychological Association's (APA) referencing method should be followed.

Articles Referred should be given as follows:

Swann, W.B., Jr., Milton, L.P., & Polzer, J.T. (2000). Should we create a niche or fall in line? Identity negotiation and small group effectiveness. *Journal of Personality and Social Psychology*, 79: 238-250

Books Referred:

Swann, W.B., Jr., Rentfrow, P.J & Guinn, J.S. (2002). Self verification: The search for coherence. In M.Leary & J.Tagney (Eds.). *Handbook of self and identity*: 367-383. New York: Guilford Press.

6. **Main Conclusions:** The article should end with a non-technical summary statement of the main conclusions. Lengthy mathematical proofs and very extensive detailed tables should be placed in appendix or omitted entirely. The author should make every effort to explain the meaning of mathematical proofs.
7. **Tables:** Tables must be numbered consecutively with Roman numerals. Please check that your text contains a reference to each table. Type each table on a separate page. Authors must check tables to be sure that amounts add up to the totals shown and that the title, column headings, captions, etc. are clear and to the point.
8. **Figures:** Figures must be titled and numbered consecutively with Arabic numerals (1, 2, 3.....0).
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