CBA, POSTER BOOKLET

RCC- 1ST RESEARCH SYMPOSIUM - POSTER (RESPONSES)

CBA

RCC- 1st Research Symposium - Poster (Responses)

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A HISTORICAL ANALYSIS OF THE LIFE CYCLE OF FIAT CURRENCY SYSTEMS

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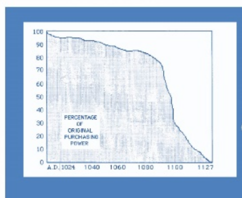
ABSTRACT

This paper provides an insight into the historical investigation of the life cycle of fiat currency systems. The analysis spans from 11th century china, where the fiat currency first met its origin to its flight to the Europe, America and the rest of Asia. This study provides an elaborate account of the origin, growth and annihilation of fiat currency systems of the world. It relates the similarity of the path followed by the value of paper money in various eras and regions. It provides a detailed description of failed fiat currencies. This study reviews the pattern of values followed by all fiat currencies of the world. It also analyses the causes of their failure and similarity in the causes.

INTRODUCTION

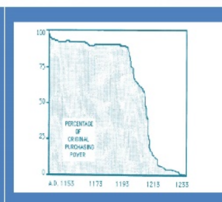
Paper seems to have come to serve as money because people found it cumbersome to carry heavy metal coins for larger transactions, paper bridged this gap. The requirements of the paper money are very simple, paper invented in china in 105 A.D; fluid ink again of Chinese origin invented in 400 A.D.: Block printing invented 600 A.D. By Buddhist monks. So the paper money first appeared as receipts for strings of iron or copper cash coins in 11th century china. Despite its functionality in facilitating exchanges, the very characteristic of ease of its creation makes it prone to abuse and easy destruction of purchasing power. History has witnessed A roller coaster ride of trade and commerce ever since paper money first incepted. This study will explain A stepwise evolution of paper money, not only will its historic emergence be dealt with but also the life cycle showing how each emerging currency matured and then fell prey to the hands of the reckless spending of its issuer. History stands as A witness to the known trajectory that paper money is seen to follow most of the time. Paper money has an inherent capacity to facilitate the trade initially, however after it matures, it usually is subject to abuse by its issuing authorities that derails the entire economic state of affairs. This study provides A complete account of how paper money originated in china, was used by five major Chinese dynasties, caused the fall of entire empires, was abandoned by Chinese. How this money travelled to the west and its acceptance in almost every nook and corner of the western world, is also discussed.

THE LIFE CYCLE OF EARLY FIAT CURRENCIES IN CHINA



The Life Span of Chiao-tzu the money of Sung Empire Between 1024-1127.

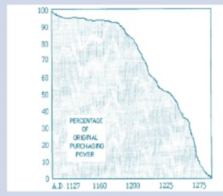
Causes of Demise : Over Issuance
War
Hyperinflation
Loss of Confidence



The Life Span of Southern Sung Dynasty's Paper Money Between 1127-1275

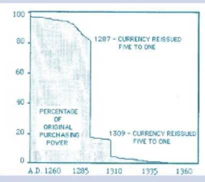
Causes of Demise : Over Issuance
Prolonged Decline

Life Span of Chin Paper Currency Between 1127-1234



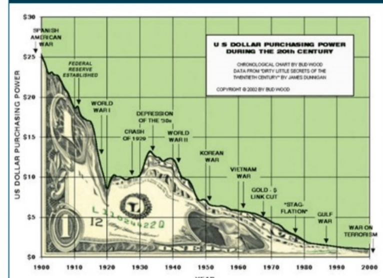
uses of Demise : Over Issuance
Defense Expenses
Hyperinflation
Loss of traders' Confidence
Attack by Mongols

The Life Span of Chung-T'ung ,fiat currency of Yuan Dynasty



Causes of Demise :
Mongol's Lure for Expansion
Over printing of fiat
inflation
Loss of Confidence

HISTORY REPEATING ITSELF IN THE WEST



Fiat Travelling to the West

- Fiat traveled to the west in 17th Century, met its first failure in the Bank of Stockholm.
- Followed by early Colonial Continentals and French Assignates, the fiat got annihilated many times in German, Yugoslavian, Zimbabwean and many other episodes of hyperinflation.

Interesting Findings

- 609 fiat currencies no longer in circulation.
- Out of these at least 157 were destroyed from hyperinflation due to over issuance.
- Remaining were revalued , destroyed due to political forces or converted to other currencies.
- The median age for these currencies is only 17 years.

WHAT LIES AHEAD

Conclusion

As the world set on the path of fiat currency regime permanently, the currency collapses and crises became rampant. The second half of the 20th century stood witness to frequent currency collapses. The list includes Argentina, Bolivia, brazil, china, Congo, Greece, Peru, Russia and Yugoslavia. The fact that needs a serious consideration is that these nations followed the similar excruciating sequence of events. As the issuing governments printed exorbitant amounts of money, the currency rapidly lost its value. Higher and higher denominations of paper money appeared, repudiation of money became inevitable. New pesos, rubles, yuan and dinars were issued at new values to replace the old ones, and the cycle repeated itself. Some countries even went to the extent of giving up their own currency and adopting other country's currency as legal tender. What caused these collapses-the root cause remains the same (i.e. The elasticity of paper money), however triggering instincts were different, e.g. Overwhelming debt or financial mismanagement, war or occupation, change of government, printing press inflation etc.

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Can Accounting Information System Benefit from Cloud Computing: The Case of Saudi Arabia

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Introduction

In today's changing world and business turmoil, chief financial officers need to understand the financial risks and rewards of new technologies. One of these technologies is cloud computing with its delivery models in which computational resources are offered as a service. It became an opportunity for companies albeit some obstacles. Companies should be prepared for the impact of the change on their accounting and financial systems. The cost structure is going to be reformulated together with pricing policies which will impact profitability. Traditional IT model is different from cloud computing and consequently operating and capital expenditure requirements are different. Accounting as information system with its crucial characteristic of the need to provide information in the right time can find its life jacket in cloud computing. Cloud offerings will provide new ways for consumers and suppliers to purchase and offer IT services. This research is trying to clarify and analyze the pros and cons of cloud computing on accounting information system with a reference to Saudi Arabia.

Capabilities of Traditional Accounting Information System in the New Economy

The success of accounting in the last five centuries and its prominent position during and after industrial revolution is in the last decade and afterwards being tested and became a controversial issue among academics, accountants and users who are the customers of accounting information. Customers of accounting information are no longer satisfied and are looking for other sources of information which are comprehensive and solid.

The traditional accounting model was designed in harmony with stable environment, certain transactions and tangible assets representing drivers of success. The very popular statement accounting is a language of business seems with the changing environment that the language lost its relevance and hindering usefulness of information.

Accounting Information Systems with Support of Cloud Computing

The role of finance and the accounting profession has changed dramatically because of the rapid evolution of technology, the inadequacy of financial instruments, the globalization of the economy and the emergence of the knowledge economy. To keep pace with these changes, the accounting profession is expected to provide accurate and timely financial information that can be accessed and analyzed quickly and easily. **Accountants need to be able to produce reports in real time and interactively** (allowing them to choose what to put in the reports, perform analysis and scenario creation) without the intervention of the Information technology team. Furthermore, with the recent international financial crisis, the usage of AIS by external stakeholders (external reporting).

	License only	Cloud based solution (Saas)
Accounting Software License	Company's own	Company rent it
System Location	Where company want it	In the cloud
Hardware	Provided by company	Included
Windows &SQL Server	Provided by company	Included
Maintenance Fees	Purchased	Included
IT Resources	Company team or a provider	None required
Support and Number of Users	Purchased from a provider and limited by license	Purchased from a Service provider and unlimited.

Conclusion and Future Perspectives

Accounting information system will be more valuable, responsive and more productive and efficient with the help of cloud computing. The lack of a clear regulatory framework by most Middle Eastern nations on issues of privacy and security in the cloud is an obstacle for wide implementation. As KSA is in a stage where oil prices are decreasing, it is time to diversify its activities and information technology market is an opportunity to be captured. The commitment of the government to transfer to knowledge economy must be supported by an infrastructure that facilitates this transfer.

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Enhancing Accountability of E-Government in Saudi Arabia Public Sector Organizations through Balanced Score-Card

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Introduction

The advancement in the area of information technology facilitates the application of e-government. The application of e-government model represents a tremendous change within government and also affects the relationship between a government and citizens.. Kingdom of Saudi Arabia (KSA), the biggest country in the Middle East, is in process for a transition to improve e-government. KSA recognized the essential role of e-government and created "Yesser" program, designed to achieve continuous e-government growth and development within the country.

The overall purpose of this research is to contribute to the understanding of how public organizations can be accountable in the e-government environment and explaining the governmentality of the Kingdom of Saudi Arabia in applying it using a methodological framework derived from Michel Foucault concept of governmentality.

Governmentality As Methodological Framework

Power is not separated from knowledge and it is not negative but rather productive and constitutive.

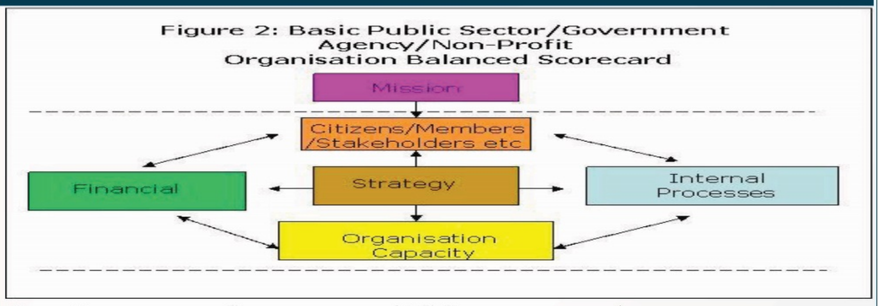
Accounting systems are viewed as systems of surveillance that create certain visibilities, which help in disciplining individuals.

Governmentality represents the "rationalization of governmental practice in the exercise of political sovereignty".

State agencies produce forms of knowledge that enable them to act upon the governed reality.
Governance related to the transformation from institutions to processes.

Governmentality as an analytical concept is aimed at investigating the practices of governing.

Balanced Scorecard as a Performance Measurement Tool



The Balanced Scorecard (BSC, hereafter) was introduced by Robert Kaplan, a Management Accounting professor at Harvard University, and David Norton, a consultant from the Boston area in order to measure performance focusing on financial and non-financial measures.

The performance of public organizations cannot be measured by financial indicators as their success has to be measured by their effectiveness in providing benefits to citizens.

"Yesser"

Conclusion and Future Perspectives

The government of the kingdom of Saudi Arabia attaches great importance to transformation to e-government, due to the enormous benefits of e-government concepts to the national economy. E-government is not just an application of information technology to government services but it is about business transformation and involve a government reform with promoting the idea of efficiency and tracking performance in public sector. The notion of accountability and performance measures begin to be addressed which is a transformation that can enhance e-government with commitments and continuous monitoring strategies. The establishment of a new Office of Strategy Management (OSM) can contribute to enhancing accountability of e-government in Saudi Arabia especially with the application of a performance measurement tools. The future research should focus if public sector organizations became more efficient after implementing performance measures.

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ENHANCING ACCOUNTING INFORMATION SYSTEMS TO FACILITATE SUPPLY CHAIN MANAGEMENT BETWEEN SUPERMARKETS/SUPPLIERS: THE CASE OF SAUDI ARABIA

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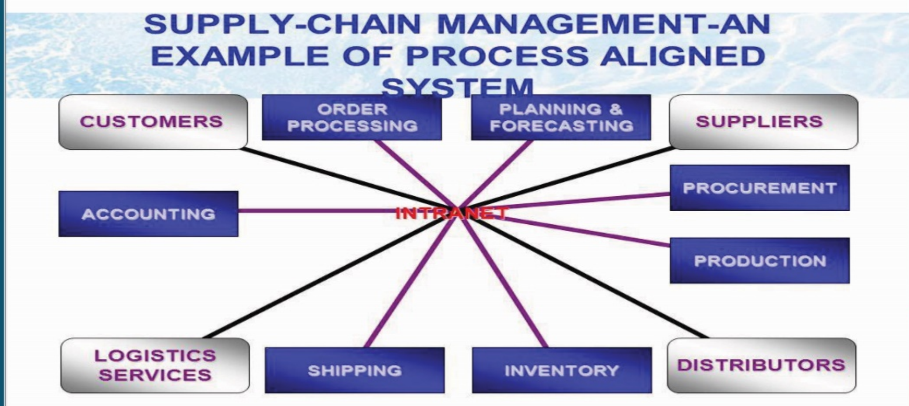
INTRODUCTION

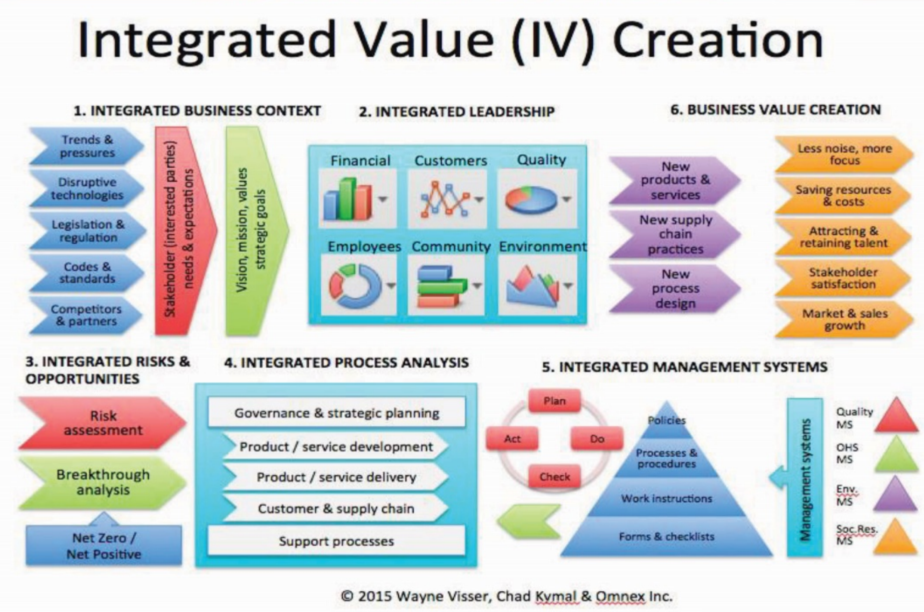
SUPPLY CHAIN MANAGEMENT IS ONE OF THE MOST POWERFUL DETERMINANTS FOR CREATING COMPETITIVE ADVANTAGES FOR COMPANIES. IN TODAY COMPETITIVE ENVIRONMENT, COMPANIES STRIVE TO RESPOND AND OFFER ITS PRODUCTS AND SERVICES FASTER TO THE MARKET. THE MARKET OF INFORMATION TECHNOLOGY IS HUGE AND EXPANDING. THE APPLICATION OF INFORMATION TECHNOLOGY IS PROMINENT IN THE IMPROVEMENT OF THE SUPPLY CHAIN. THE MAIN GOAL OF SUPPLY CHAIN ACTIVITIES IS TO SATISFY CUSTOMERS' DEMAND, SO THAT PRODUCTS ARE DISTRIBUTED WITH THE LOWEST POSSIBLE COST, HIGHEST QUALITY AND WITHIN THE TIME DEEMED SUITABLE FOR CUSTOMERS WHICH IS THE RECENT CHALLENGE. THE ABILITY TO PRODUCE QUALITY INFORMATION AND ACCESSING IT WILL BECOME CRUCIAL ASPECT IN THE NEW WORLD. TECHNOLOGY WILL HELP TO CONTROL BUSINESS AND COMPANIES WILL MANGE BETTER THEIR RELATION WITH STAKEHOLDERS. WE AIM TO EXPLORE THE RELATIONSHIP BETWEEN RETAILERS AND SUPPLIERS IN SAUDI ARABIA MARKET AND THEIR SHARING OF INFORMATION REGARDING STOCK LEVELS TO IMPROVE SUPPLY CHAIN MANAGEMENT. THE INTEGRATION OF INFORMATION IN PROCESSING ORDERS FROM SUPERMARKETS TO SUPPLIERS ARE GOING TO BE INVESTIGATED IN ORDER TO IMPROVE SUPPLY CHAIN MANAGEMENT.

ACCOUNTING INFORMATION SYSTEM ROLE IN SUPPLY CHAIN MANAGEMENT

WHEN WE SPEAK OF THE INFORMATION NEEDS OF SUPPLY CHAIN MANAGEMENT, WE THINK, IN A FIRST STAGE, OF THE INFORMATION ON PROVIDERS, CUSTOMERS, DISTRIBUTION NETWORKS, ETC., AND WE MUST TAKE INTO ACCOUNT THAT THEIR ESSENCE CONSISTS, IN MOST CASES, OF QUANTITATIVE INFORMATION THAT, TO A GREAT EXTENT, COMES FROM ACCOUNTING. TODAY'S BUSINESS ENVIRONMENT IS NOT ONLY ABOUT COST REDUCTION OR QUALITY BUT ABOUT MORE RESPONSE TO CUSTOMER'S NEEDS. IT IS A COMPETITION BETWEEN SUPPLY CHAINS WITH AN ORGANIZATION'S SUCCESS DEPENDS ON THE VIABILITY AND SUCCESS OF ITS SUPPLY CHAIN PARTNERS AS MUCH AS, OR MORE THAN, ENTERPRISE-CENTRIC POLICIES AND DECISIONS.



SAUDI ARABIA SUPERMARKETS/SUPPLIERS INTEGRATION CASE STUDY



IN ORDER TO EXPLORE THE NATURE OF COLLABORATION BETWEEN SAUDI SUPERMARKETS AND THEIR SUPPLIERS, AND THE DEGREE OF OPERATIONAL AND ELECTRONIC INTEGRATION IF THERE IS ANY STRUCTURED INTERVIEWS WERE CONDUCTED WITH EIGHT RETAILERS WHO BELONGING TO SUPERMARKET OR HYPERMARKET CHAINS WHO REPRESENT THE MAJOR PLAYERS IN THE MARKET. THE INTERVIEWEES WERE PURCHASING DEPARTMENT MANAGERS AND CEO'S. IN ADDITION, FOUR SUPPLIERS PARTICIPATED IN THE STRUCTURED INTERVIEWS. THIS METHOD ENABLED THE EXTRACTION OF THE REQUIRED INFORMATION. THE ADVANTAGE OF USING THIS METHOD IS THAT THE RESEARCHER CAN OBTAIN DATA DIRECTLY FROM THEIR SOURCES.

CONCLUSION AND FUTURE PERSPECTIVES

IN TODAY'S COMPETITIVE ENVIRONMENT IT IS NO LONGER ENOUGH TO INTEGRATE ONLY OPERATIONS, INTERNAL INFRASTRUCTURE WITH THE COMPANY'S COMPETITIVE STRATEGY. ORGANIZATIONS THAT BETTER INTEGRATED INTERNAL PROCESSES WITH SUPPLIERS IN ORDER TO BUILD SUPPLY CHAINS WITH CLEAR AIMS AND WELL-DEFINED PROCEDURES, TEND TO GET A BETTER COMPETITIVE PERFORMANCE. SUPERMARKETS IN SAUDI ARABIA NEED TO MOVE AWAY FROM THE CURRENT MEANS OF COMMUNICATION TO A MORE EFFECTIVE MODEL. THE TRANSFORMATION HERE COULD SEE THE INTRODUCTION OF ELECTRONIC SYSTEMS THAT SIMPLIFY AND SPEED UP THE COMMUNICATION PROCESS. AN INFORMATION SYSTEM FOR MANAGING THE SUPPLY CHAIN BEING USED THROUGH THE CLOUD WOULD ENABLE THIS BUSINESS MODEL IN A MORE SIMPLE WAY AND ESPECIALLY WITH GREATER FLEXIBILITY. ALLOWING SHARING OF INFORMATION IN AN INTEGRATED SYSTEM IS A CORNERSTONE TO IMPROVE SUPERMARKETS/SUPPLIERS RELATION TOWARDS MORE EFFICIENT SUPPLY CHAIN.

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The Role of Product Innovativeness in Consumer' s Multi-Sensory Effect and Sensory Dominance.

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INTRODUCTION

Capitalising on the work of Balaji, Raghavan and Jha (2011), this research extends previous research on sensory marketing by investigating the interaction effect between consumer's visual and tactile evaluation of products. Previous studies suggest that one sense (i.e., vision) can dominate the other senses during the product evaluation process. However, other studies suggest that this sensory dominance may shift from one sense (i.e., vision) to another (i.e., touch) depending on the product category. This research suggests that the sensory shift is influenced significantly by the level of product innovativeness (newness). It suggests that the sense of touch will be the dominant sense in the evaluation process of products that are high in innovativeness and vice versa. The research also compares between buying from a touch vs. non-touch channel (i.e., online) and different levels of product innovativeness (newness). The potential theoretical contribution of this research is reflected in the examination of new and different relationships. This research "integrates a number of sound theories into a cohesive whole where multiple independent theories become the elements of a model to explain some phenomenon of interest" (Howard and Sheth 1969; Bartels, 1970; and Ladik and Stewart, 2008).

QUALITATIVE INTERVIEWS (CONDUCTED)

Objectives

- To explore the initial research hypotheses before conducting the experiments in order to create and develop potential hypotheses based on the interviews' outcome.
- To test the methods and procedures to be used on the quantitative study whether the outcome suggests that the methods and procedures are appropriate. This is done through investigating whether or not consumers clearly understand the questionnaires and the procedures of the proposed experiment.
- To double-check whether or not culture has an effect on the hypotheses by conducting the same interviews (context, sampling) with British and Saudi consumers.
- To obtain meaningful themes related to the research questions.

Method

- The interviews were one-to-one in-depth interviews.
- Semi-structured interviews.
- **Sample:** 10 interviewees (5 females and 5 males) for each country (Saudi and UK).
- **Duration:** 45 minutes to 60 minutes.
- **Analysis procedure:** Thematic approach - pursues meaningful themes (Braun, and Clarke, 2006, p. 10) and frequent patterns of meaning appeared in each qualitative interview (Braun, and Clarke, 2006, and Meehan et al., 2000).

Findings

- The outcome suggests no potential problems in the research hypotheses and the proposed methodological approach. The interaction effect between the level of product innovativeness and choice of buying channel affect consumer's preference for sensory modality (touch vs. vision) during the buying decision-making process. Also, the outcome suggests no further modifications to proposed experiments.

Themes (UK Interviews)

Theme one

Switch in sensory dominance is subject to the level of product innovativeness (newness)

Theme two

The role of a compensation mechanism for consumer's inability to touch (e.g., product description)

Themes (Saudi Interviews)

Theme one

Switch in sensory dominance is subject to the level of product innovativeness (newness)

Theme two

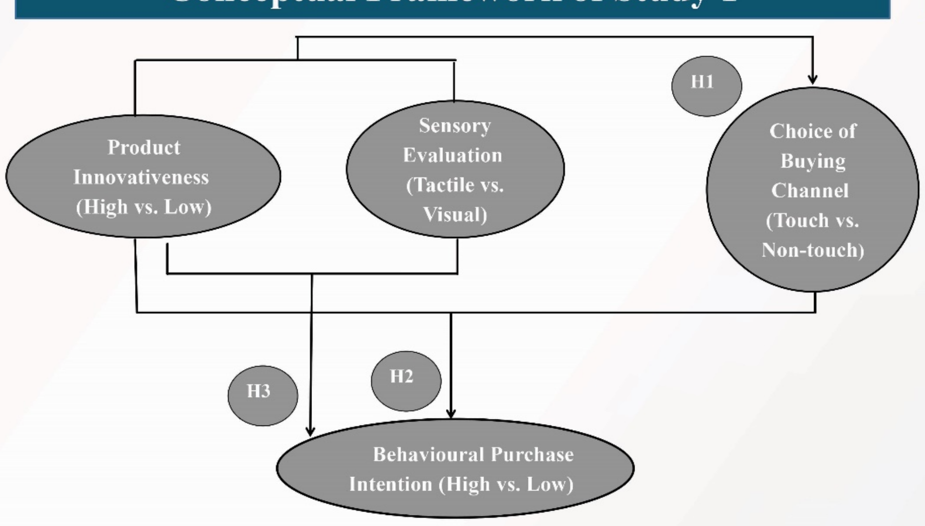
The role of a compensation mechanism for consumer's inability to touch (e.g., product description)

Theme three

Willingness to buy from a non-touch channel is affected by levels of Need-For-Touch

STUDY 1 (PROPOSED)

Conceptual Framework of Study 1



Proposed Hypotheses Testing

The hypotheses testing requires two experiments that follow product pretesting:

I. **Online:** filling in online questionnaires in which images are presented in order for consumers to rate their purchase intentions.
II. **Offline:** filling in questionnaires rating the levels of purchase intentions toward products that are different in levels of innovativeness and by using one sensory modality (touch or vision). Products will be used as stimuli.

- **Sample:** convenience-sampling - 200 consumers for each experiment.
- **Measurement scales:** Need-For-Touch (Peck and Childers, 2003), Centrality of Visual Product Aesthetics (Bloch, Brunel, and Arnold, 2003), Purchase Intention (Krishnan, 1998) , and Product innovativeness (Bolander, 2008).

Conclusion and Future Perspectives

The outcome suggests no potential problems in the research hypotheses and the proposed methodological approach. The interaction effect between the level of product innovativeness and choice of buying channel affect consumer's preference for sensory modality (touch vs. vision) during the buying decision-making process. Also, the outcome suggests no further modifications to proposed experiments.

References

1. Balaji, M., Raghavan, S., & Subhash, J. (2011) "Role of tactile and visual inputs in product evaluation: a multisensory perspective" Asia Pacific Journal of Marketing and Logistics, Vol. 23 No. 4, pp. 513-530.

Role of Organizational Culture on the Successful Adoption of SAP System in Saudi Arabia: A Case Study

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Introduction

The purpose of this study is to investigate the role of organizational culture in implementing SAP system in a petrochemical organization in the context of Saudi Arabia. The paper examines key organizational cultural dimensions of SAP implementation in a large Saudi organization, and identifies core issues and strategies adopted in the successful implementation of a SAP system.

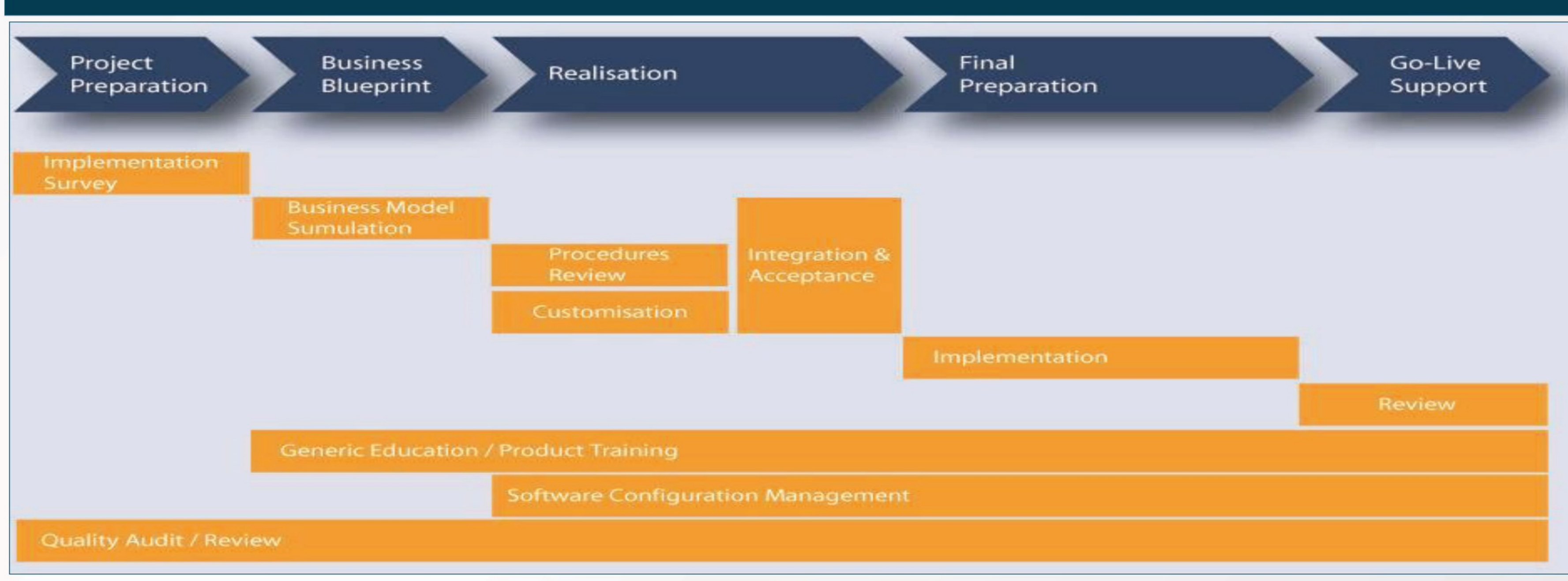
Methodology

A case study based on a qualitative research methodology is adapted. Primary data is collected through a series of corporate interviews with Saudi project managers and implementation teams.

Key Cultural Success Factors

- Experienced & Professional Team Formation
- Change Management Plan
- Open Communication
- User Involvement at early stage
- Involvement of all stakeholders in Decision Making
- Motivation and reward system
- Phased implementation
- Employees' Training
- Overcoming Job loss threat
- Role of Power users

SAP Implementation Methodology



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2. Al-Gahtani, S. (2004). Computer Technology Acceptance Success Factors in Saudi Arabia: An Exploratory Study. Journal of Global Information Technology Management , 7(1)

Conclusion and Future Perspectives

Major finding is that a well structured organization in a developing country can overcome implementation challenges with an organizational culture of innovation and teamwork.

This study provides a framework for future SAP implementation in developing countries and essentially provided guidance for successful implementation.

Developing in-house ERP system Human Resources module for the construction industry

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Introduction

Enterprise Resources Planning (ERP) systems are enhancing the organisational performance of companies across the globe (Wagner et al 2006; Kamhawi 2008; Baiyere 2012).

ERP system, which are developed on best business practises, often are not able to satisfy the unique organisational needs such as the construction industry which presents a unique set of challenges, which are different from those of the manufacturing and service industry.

For example, in the construction industry, each construction project is unique with its different designs, resources, and operational requirements. Moreover, projects are dispersed geographically and have multiple teams working on them concurrently.

Due to their unique requirements, and very limited availability of construction industry software in developing countries, organisations in these countries are generally reluctant to adopt ERP systems.

For organisations to reap the benefits of ERP systems, this study discusses design and development of in-house ERP Human Resources Management (HRM) system which is developed specifically according to the unique characteristics and requirements of the construction industry.

Need Analysis

It happened very often that HR either didn't know or struggled to keep track of a number of employees and their location since project were dispersed across the country and employees report directly to the construction site.

The process of salary payment was challenging at its best. Some employees did not have a bank account and they preferred to be paid in cash

Construction industry's employee's designations are different than other business sectors.

The current legacy system was not able to keep up with the ever updating movement of employees across the projects.

Due to the absence of a central database of information, every department has its own databases (such as procurement, HR, sales, etc.).

Design and Development

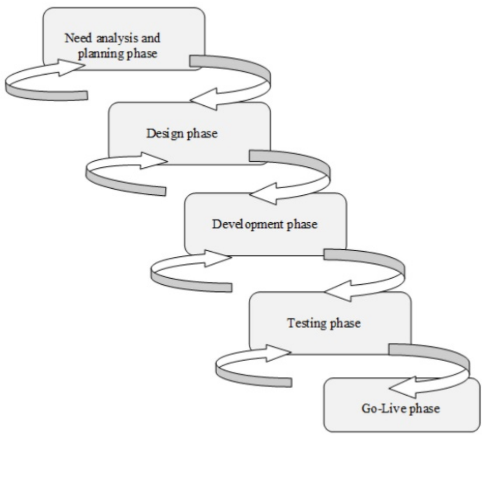

Figure 1: Software development lifecycle

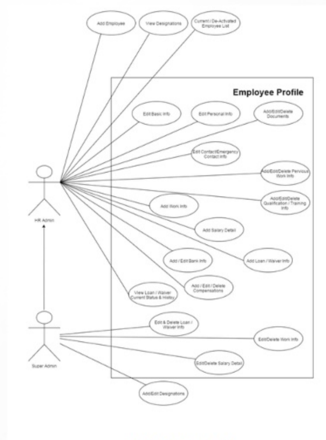

Figure 2. Use case diagram

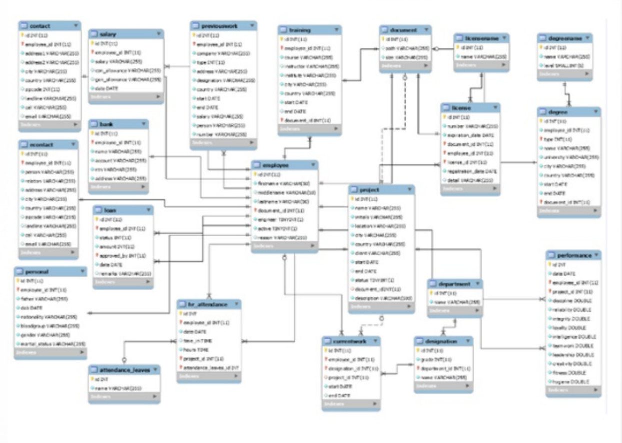

Figure 4 Final ER diagram

Discussion and Lessons Learned

According to IT manager, the process of designing and developing HRM module also assisted in senior management recognising and appreciating the latest IT technology and advantages of using enterprise system to enhance operations planning and controlling.

It is essential that organisation performs a detailed need analysis involving all the key stakeholders.

An analysis of resources currently available which could contribute towards implementation is needed.

A proper change management strategy should be in place to overcome any resistance.

The business process should be identified and mapped in early stages.

The software development approach should be selected according to the implementation strategy from the available approaches such as waterfall development, prototyping, incremental development, spiral development and rapid application development.

It is critical that the implementation team should be comprised of diverse background representing management and various departments.

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A framework to evaluate and overcome user anticipation and concerns from new IT system

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RCC Research & Consultation Center مركز الأبحاث والاستشارات

Introduction

The adoption of a new technology in organisation brings in new set of challenges which can involve financial, technical or human issues.

One of the main issues commonly observed in IT implementation across the organisation is how the users will perceive new technology and what are their anticipations(Lapointe and Rivard, 2005; Marakas and Hornick, 1996).

There are numerous studies conducted over understanding the theory behind the user's resistance, however there is a lack of research which focus on the users anticipation and fears resulting from the introduction of the new technology

Methodology

We adopt a qualitative research approach through conducting three case studies.

The first organisation, case study 1 is a local government body in London, UK

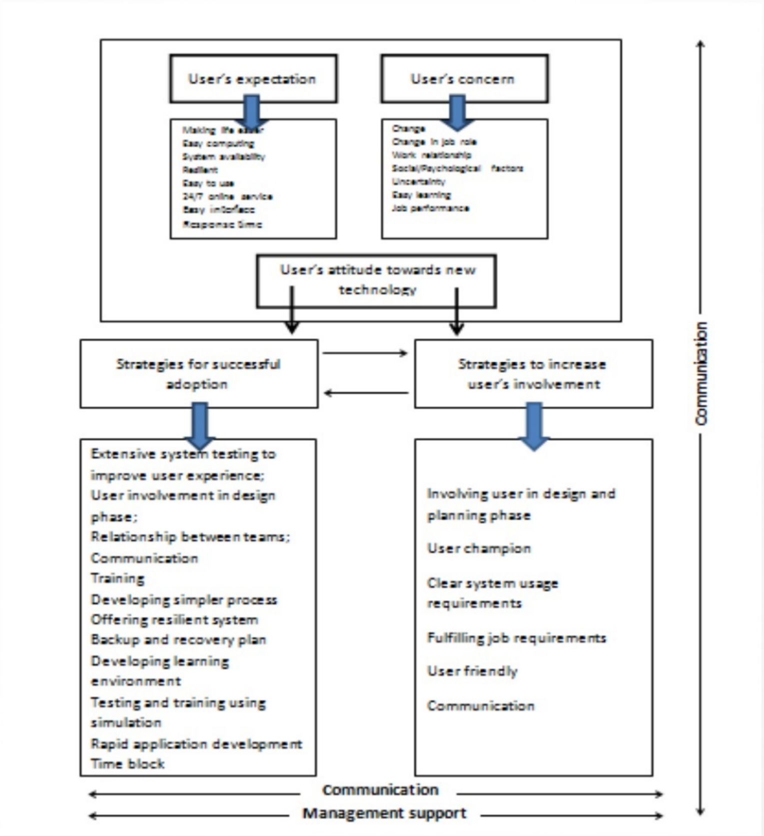
The second organisation, case study 2 is an IT consultancy Based in US.

The third organisation is one of the major cellular communication service providers in the US.

For the interview process, two sets of questions were designed and developed

The interview process lasted for 45-60 minutes. The interviews were transcribed and analysed using a narrative method in NVivo 9 software.

Findings



A Proposed model for successful IT Implementation and Adoption

Conclusion

The finding confirms that the users have diverse view of the new technology to the limits of fear as how it will impact their performance and standing in the organisation.

It is found that users expectations from the new technology are generally subjective mostly focussed on how the new technology will impact their daily work activities and if it will be easy learning.

The finding from the research can enable implementation team to formulate the strategies of success implementation by focussing on the issues of fear of new technology and making an attempt to fulfil user's expectations.

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Divided we fall: A case study of ERP implementation failure in a Middle Eastern country

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Introduction

The ERP system implementation allows the organisation to integrate different departments working in silos while allowing them to have real-time visibility to business processes and access to the centralised information (Vlachos, 2006; Yusuf et al., 2004).

There is a growing trend of ERP implementation in developing countries (Rajapakse and Seddon, 2005). However, many organisations are reluctant to adopt ERP system due to lack of implementation experience and resources, whilst a failed implementation could have catastrophic impacts (Zabjek, 2009).

To understand what could lead to a failure, this research study a failed ERP implementation in a Middle Eastern country with a focus on the critical success factors (CSFs) which could contribute towards failure.

Methodology

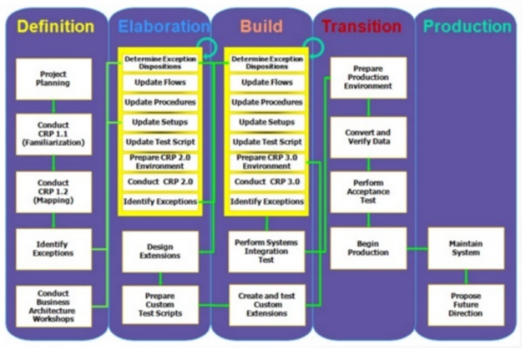
Adopting a cases study research methodology, the implementation process is analysed.

The Alpha Corporation is a state owned Corporation situated in the oil-rich Middle East. Established in the 1980s.

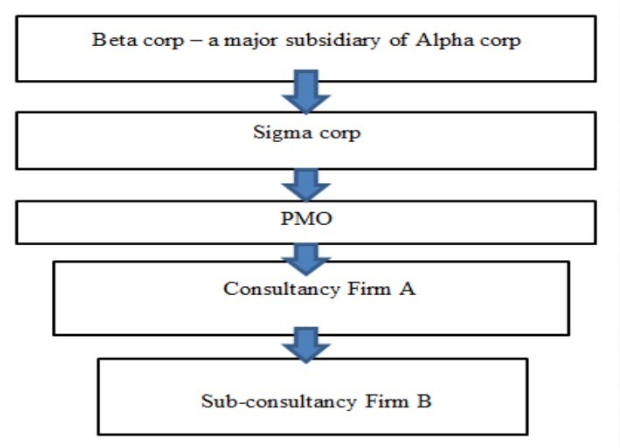
It has eight major subsidiaries and employs more than 18,000 people.

It operates three major refineries which are situated across the country.

Oracle adopts Oracle Application Implementation Methodology (AIM) as presented in Figure.



Oracle Implementation



Major Factors Contributing towards Failure

- Organisational politics
- Work inefficiencies
- Number of Interfaces
- Lack of user's cooperation and involvement
- System selection
- Lack of change management strategy
- Business process reengineering
- Customisation
- Quality of consultants
- Project management
- Culture

Conclusion

The implementation can be influenced by several factors as named as critical success factors.

The research identifies several factors which contributed towards failure.

The finding from the study could be beneficial for the organisation planning to implement ERP system.

It offers guidance to the factors which should be given special attention during the implementation.

Further, it suggests that CSFs are interrelated such as the organisational inefficiency can impact the realignment strategy which could have a negative impact on the project management.

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Promoting A Culture Of Innovation & Entrepreneurship In Saudi Arabia: Role Of The Universities

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Abstract

Saudi's mission to diversify its economy depends heavily on innovation and entrepreneurship. The discussion evaluated the role of universities in building a culture of innovation and entrepreneurship in Saudi Arabia. The literature review reveals that the role played by universities entails providing entrepreneurship education, providing support resources, and partnerships with non-academic institutions, while the gap analysis undertaken reveals that Saudi Arabia has made significant strides towards equipping its universities to contribute to innovation and entrepreneurship, but lags behind the top ten leaders. The proposed initiative model entails seeking strategic alignment between university contributions and local and national economic goals, collaborating with international institutions to replicate best practices in Saudi Arabia, and establishing formal frameworks for partnerships with relevant stakeholders in innovation and entrepreneurship.

Keywords: education infrastructure; entrepreneurship; higher education; knowledge-based economy; innovation; Saudi Arabia

Introduction

Recently focusing on improving human capital and creating a knowledge-based economy being a mainstay for Saudi economic planners and leaders. Salem (2014A) argues that innovation and entrepreneurship are pertinent factors behind Saudi Arabia's ambitions in economic diversification, besides noting that the country has established over 65 tertiary education institutions since the mid twentieth century. The rationale for such expansion in higher education lies in the need to develop human capital and stimulate innovation and entrepreneurship. Today, the goal is to transform Saudi Arabia into a global innovation and entrepreneurship leader in preparation for the eventual depletion of oil resources. In light of this observation, research into how universities can contribute to innovation and entrepreneurship in Saudi Arabia is necessary. The present investigation seeks to establish the role that Saudi universities should play in promoting a culture of innovation and entrepreneurship in the country, exploring the curricular developments and partnership models necessary. The undertaking entails a literature review leading into a methodology for the role of universities in promoting an innovative and entrepreneurial culture, which then allows designing of an initiative model for education alongside accompanying arguments and counter- arguments that help generate crucial suggestions.

Literature Review

Entrepreneurship Education – Vicens and Grullón (2011) explored that Design Thinking approaches entrepreneurship education from the perspective of principles that can be tutored to and utilized by people from diverse academic levels and backgrounds. Ultimately, this approach links innovation with viable entrepreneurship, besides applying to individuals from diverse backgrounds in a way that promotes entrepreneurial and innovation culture.

Providing Support Infrastructure and Resources – Wells' (2014) study also observes that universities play crucial roles in supporting innovation and entrepreneurial spirit through establishing business parks or incubators in which individuals within and outside the university can access a collaborative and conducive environment for business creation and technological development.

Partnership Models with Non-Academic Institutions – Tornatzky and Rideout (2014) indicate that universities can promote innovation and entrepreneurship in society through undertaking boundary-spanning entrepreneurial activities and technology transfer through establishing community and industry partnerships. The aspect of moving beyond university boundaries entails instituting policies and practices that move research and action beyond traditional disciplinary structures, crossing the boundaries that exist between universities and the private sector world.

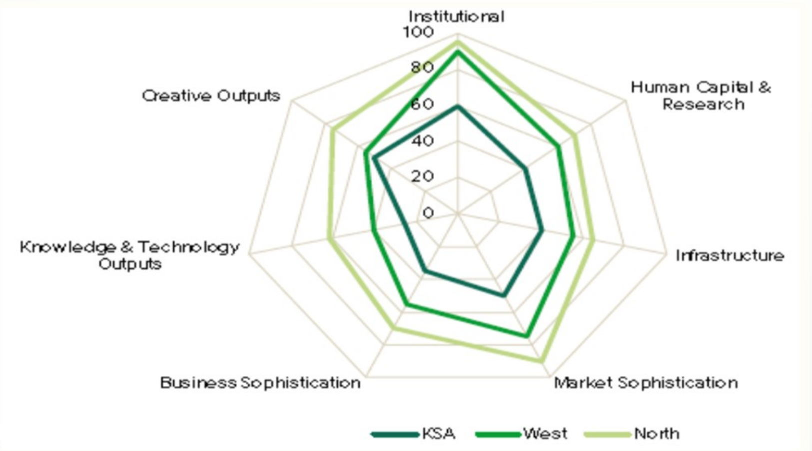

Figure 1: Saudi Arabia's innovation ecosystem, demonstrating room for improvement before the country can catch up with the top performers (Mehta, Vaidya, Chaudhary, Ramamrajan & Ranjan, 2014).

Methodology

Findings from the literature review and undertaking an audit of the current role played by Saudi universities in nurturing societal innovation and entrepreneurship. The next step entails exploring the current state of innovation and entrepreneurship in Saudi Arabia and the country's goals, alongside the strengths and areas in need of improvement in innovation and entrepreneurship in Saudi Arabia.

Initiative Model

Part 1: Strategic Alignment – This aspect concerns the need to align university innovation and entrepreneurship initiatives with the economy's mission and objectives.

Part 2: International Collaborations to Replicate Best Practices – entails establishing collaborations with international tertiary institutions that provide state-of-the- art examples and proven practices through which universities have been able to stimulate and support entrepreneurship and innovation in communities.

Part 3: Formal Frameworks for External Partnership and Networking – entails the establishment of formal frameworks that ease and encourage partnership and networking with external non-academic entities.

Suggestions

The concerned stakeholders should establish modalities that ensure bureaucracy and other hindrances to creative processes do not accompany the strategic alignment sought between university activities and broader government economic ambitions.

The stakeholders should strengthen intellectual property practices to protect against loss of ideas and products through the foreign partnerships formed through the initiative model.

The implementation of the measures proposed to make universities more useful in promoting a culture of innovation and entrepreneurship should be participative and inclusive, enabling the stakeholders to own the process outside the formal structures established.

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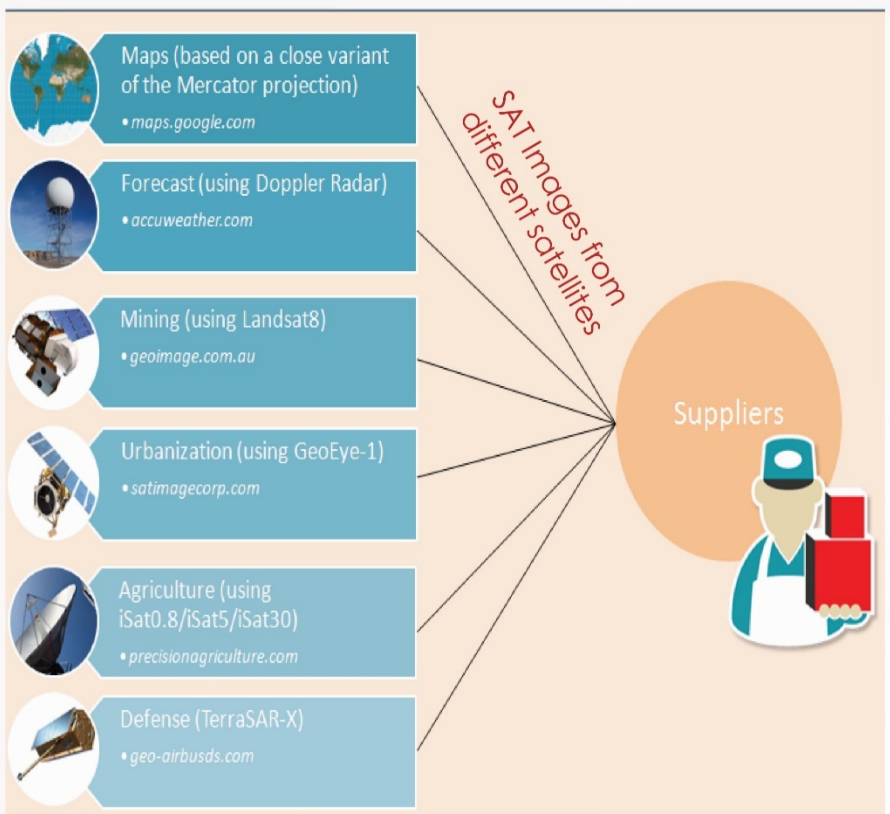
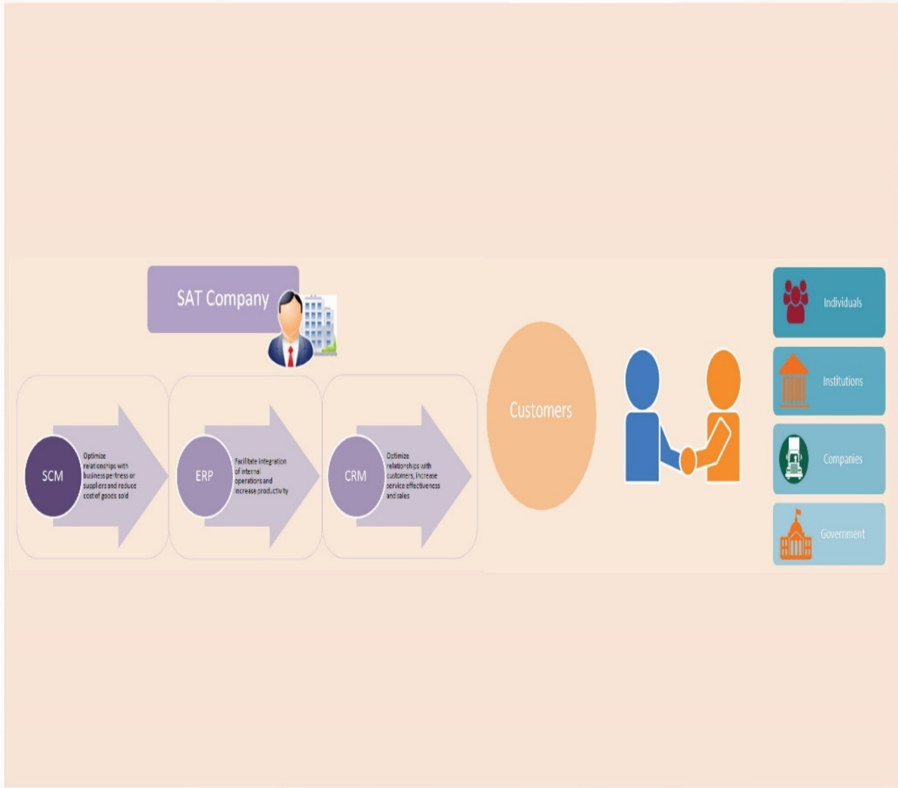
Suppliers …SCM



Process …ERP & Customers …CRM



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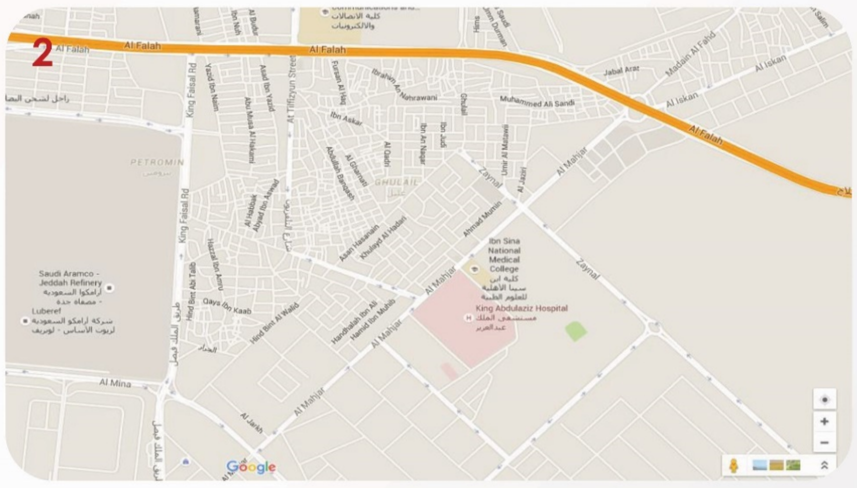

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Effective Waste Management - A Building Block to a Green Economy

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Abstract

Waste is no longer seen as just a by-product of economic activity. Instead, waste is increasingly understood as a driver of economic activity, and one that has the capacity to facilitate progress towards some of the world's greatest challenges, including economic growth, renewable energy and employment.

This conceptual and actual shift in society's understanding of waste is indicative of a global uptake of the green economy by more than 60 countries, which positions waste as a resource to be managed in such a way that it can be continually fed back into a restorative and regenerative system. Making a transition to a green economy may bring significant opportunities and advantages to a country, and progression towards the green economy is seen as essential for shaping a sustainable and responsible society. Waste is becoming a priority in public and private policy, and strategies in the UAE, UK, Australia, Sweden, Japan, Egypt and the Philippines demonstrate the breadth of measures that can be taken by sectors, and the extensive opportunities that become available as a consequence.

The methodology used in the study is a comparative approach, as the study will compare between different methods for managing waste in a sustainable way. The paper will be divided in three main parts; the first part will introduce the rationale for a green economy approach to waste management. The second part will show the Circular Economy Approach to Waste Management as well as the bottom up approach as the main Waste and resource management approaches. Finally, a conclusion will present the paper key findings and recommendations.

Research Objective and Methodology

The aim of this paper is to study a variety of innovative international practice on sustainable waste management for implementing in Saudi Arabia.

The research suggests that the holistic application of the circular economy at the national level is the most convenient method.

The methodology used in the study is a comparative approach, as the study will compare between different methods for managing waste in a sustainable way.

Conclusion

A transition to green economy in Saudi Arabia shall consider the:

Establishment various official waste-expert bodies to conduct research and feasibility studies on the transition to the green economy

Encouragement public-private partnerships to facilitate the funding and construction of hard and soft infrastructure, including recycling plants and public-awareness campaigns Australia, Sweden and Japan, while providing extensive waste management facilities at the national level, demonstrate the capacity of becoming world leaders by investing in one particular aspect of waste management; e-waste, waste-to-energy market and plastics recycling respectively. Established national policy to target specific waste stream.

Adoption of market based instruments and pricing mechanisms to encourage best practice Supported and encouraged innovation in business. Egypt and the Philippines have recognized the value of the informal waste sector and have capitalized on the benefits of integrating this with the formal waste sector to generate improved social, economic and environmental conditions. Incorporated multiple stakeholders into policy, including NGO/NPOs which provide a valuable connection to informal waste markets encouraged engagement activities on the 3R principles to increase awareness at the local level.

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Diverse Human Resource and Organizational Productivity: Towards An Analytical Framework

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Introduction

Many researchers and practitioners agree that workforce diversity can produce positive outcomes (Egan, & O'Reilly. 1992; Tung, 1993). The case for diversity has been made for many reasons, not least for its strategic contribution to organizational competitiveness (Cox, 1991; Cox and Blake, 1991; Powell, 1998; Maruyama, 1994). The strategic importance of diversity has been interpreted in terms of specific and unique qualities which certain categories of employees bring to the organization. Typical of such inputs are novel ideas, creativity, cultural skills, language skills, working styles, strong work ethic, taking on extra responsibilities by virtue of diverse employees' "unique" backgrounds. Arguably, these inputs fall into *beyond the call of duty*. This is because employees are not rewarded for or trained in order to exhibit such behavior (Organ, 1988). This is what widely known as *extra-role behaviour*, and Organizational Citizenship Behaviour (OCB) is the most popular category. Indeed Van Dyne, Graham & Dienesch (1994) argued that extra-role behavior is underlined by the importance of organizational innovation, flexibility, productivity and responsiveness to changing external conditions. And extra-role behavior has been argued to be critical for organisational effectiveness because managers cannot foresee all the contingencies that may desire employees to perform (Morrison & Phelps, 1999). Thus, the benefits that will accrue from using diverse workforce can be adequately captured by the concept of *extra-role behaviour*.

Analytical Framework

The literature on social exchange theory and Organisational Citizenship Behaviour (OCB) will guide our quest for answer to the question of *why diversity does not always achieve desired outcomes*. The two theories will help to explain why and how diverse employees would respond to the treatment they receive from their organization and its members.

Central to our framework is the idea that : (a) extra-role behaviour (OCB) is the best way to capture the benefits of diverse workforce; (b) OCB of a diverse employee is first and foremost influenced by cognitive process. This means that the employee will gather and process information regarding his/her experience with the organization and its dominant members before deciding whether to engage in extra-role behaviour. This process takes place over medium to long term period. In the short period, the will not be in position to make informed decision on whether or not to engage in OCB.

Organizational and Job Design

That organizational structure and job design can influence employee integration has already been acknowledged (Pettigrew and Martin, 1987). For example, job design and dominant method of communication in the organization can determine the extent and style of how diverse employees interact with the dominant group. This can influence diverse employees' perception of integration, social support and job satisfaction. Indeed Stone & Colella(1996:373) argued "….systems that value standardisation and impersonalization may place disabled persons at a disadvantage relative to others because disabled individuals may be unable to comply with inflexible rules and procedures. Therefore, we predict that disabled persons will experience more obstacles to job performance and greater treatment related problems in bureaucratic organizations than in those organizations that value flexibility and personalisation".

Employee Integration

The idea of integration is important when explaining employees' behavior in a diverse setting. This is because the likelihood of employee alienation is higher in a diverse workforce than in a homogenous one. Taft (1988) describes integration in terms of self-perceived identity, feeling of belonging, reference group, self-perceived competence, feeling of mastery, favourable attitude to social relations and perceive acceptance. Adopting Gordon's (1964) seven dimensions of integration, Cox's (1991) describes employees' integration in a diverse workforce from the following dimensions: (1) modes by which two groups adapt to each other and resolve cultural differences, (2) profiles of organizational members (job status, hiring, job placement), (3) membership of informal networks by the minority groups, (4) level of prejudice and discrimination, (5) feeling of belonging, loyalty and commitment to the organization, (6) friction, tension and power struggles between groups. For the purpose of this paper, *integration refers to a diverse employee's perception and feelings of fairness, belonging, respected, inclusion, and freedom, as well as ability and willingness to interact with all the members of the organization*.

Conclusion and Future Perspectives

Current knowledge of how diversity can improve organizational competitiveness and overall effectiveness is still limited. Although many experts in the field have being urging organizations to manage and take advantage of diversity, the relevant theories that will guide this endeavor are yet to be articulated. In this paper we sought to contribute to the understanding of the topic by providing an analytical framework that explains factors that can influence a diverse employee's willingness and ability to engage in OCB. It is an indirect attempt to address the issue of why diversity would not always lead to desirable outcome to organizations.

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Why Human Resource Management Innovations have many Versions not in Theory But in Practice

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Introduction

Of late, few issues have unified management theorists and researchers than the idea of achieving survival and prosperity through the adoption of novel ideas. Organizations are told to change or perish. As to be expected the market for Management Innovations (MI) has blossom as a result. Most of the MI have direct or indirect implications for the management of people in organizations. Therefore, in this paper MI is used to refer to novel ideas which may relate directly or indirectly to Human Resource Management. Many organizations have responded to the notion of change or perish by adopting MI such as Total Quality Management (TQM), Business Process Re-engineering (BPR), Self-Managing Work Teams (SMWT), Self-Leading Team (SLT), High Performance Work System (HPWS), (Pfeffer , 1994) Modification of the ideas has attracted little attention from researchers and commentators. In fact, while there are theories on the adoption and diffusion of MI and administrative technologies. the same cannot be said, with confidence, about their modification.

Reasons for Adoption

The paper puts forward a simple framework that can help in the understanding of the process of modification of MI in organization. However, appreciation of the reasons for the adoption is central to the understanding of why and how MI are modified. This paper argues that the reasons for the adoption can be categorized simply into two: objective and subjective reasons. The reasons are distinguished by the extent to which they are exclusively organizational goal or personal goal. For example, Objective reasons may or may not relate to the achievement of organizational goals. Also, subjective reasons may or may not relate to the achievement of goals other than organizational. Diagram below, provides a matrix for the categorization of reasons for adoption of MI. As can be seen, both individual and organizational dimension of adopting MI can be either *objective* or *subjective*.

		Reasons			
		Subjective	Objective		
Dimensions	Individual	• Psychological need for novelty and individuality Desire to address personal needs •	• Need for personal Development Solve long standing managerial problem •		
	Organizational	• Imitation Coercion •	Filling Performance Gap		

Modification Process

When MI are implemented or even before they are implemented they might undergo modification in order to achieve the goals for which they are adopted. Whether and how MI are modified will depend on the degree of critical reasoning of the adopters. Wood and Caldas (2002) define critical reasoning as "the skill to carry out an objective and broad analysis that is at once connected to the context and dispassionate as regards the adoption of managerial expertise". The authors argue that "both unchecked admiration of imported models and complete denial thereof are examples of low critical reasoning. Managers with keen critical reasoning will neither accept nor reject a concept or model *a priori;* rather, they will analyze its entirety and its parts, its appropriateness, and its applicability".

In a review of literature on the adoption of Japanese management practices by American manufacturing firms, Young (1992) found that the firms undertake three types of modification when adopting the Japanese management practices. The first type of modification is retaining all the characteristics of the imported practices while modifying the organizational and working environment (e.g. Reward System employee attitudes and behaviour). The second type of modification is modifying some or all of the imported practices while maintaining the organizational and work environment. The third and final type involves modifying some or all of the imported practices while at the same time modifying the organizational and work environment. Young (1992) argues that the third type is more likely to produce positive outcome than the first two.

Conclusion and Future Perspectives

Central to this paper is the idea that MI are widely adopted by organizations but later modified consciously or unconsciously. The paper argues that sometime organizations/managers seek out MI with sole intention of achieving specific objectives. If the objectives are not met, the MI will be modified until it achieves the objectives it was adopted for. Therefore the paper developed a theoretical framework that tries to explain why and how MI are modified. The framework suggests that MI are adopted for organizational as well as for personal reasons. Both reasons can be objective as well as subjective. The paper argues that the reasons for the adoption of MI largely determine the adoption process this in turn determines the degree and type of modification.

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PERFORMANCE MANAGEMENT PROCESS RE-ENGINEERING
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Introduction

Given the increasing competitiveness around the world, organizations are exploring ways to maximise their performance and productivity to achieve their intended objectives. To achieve this organizations often strive to put in place performance improvement concepts in the form of performance appraisals; management by objectives; balanced score card (French and Bell, 1999:145). The latest which started taking shape later in 1980's as stated by Armstrong (1996:234) is performance management system.

It is against this background that this study examines the performance management process that was introduced in the company under investigation (USC) and on how the process can be re-engineered to make it more effective in order to enhance the performance of both the employees and the organization. Performance Management Process/System is an integral part to improving and measuring both the individual and organisation's performance.

Constraints for Implementing PMP

Just like with any other initiative there are constraints that could face the implementation of the PMP. For example an employee may have the necessary skills and yet not exhibit the necessary behaviours. Sometimes the organizational culture discourages the employee from performing effectively. Work group norms often dictate what the group's members do and the results they produce. On the other hand some people are simply not motivated to exhibit the right behaviours. This often occurs if the employees do not believe their behaviours will be rewarded with pay raises, promotions and so forth (Noe et al (2003:329). The economy itself could be a constraint whereby people are not buying the product, this affect the financial turnover which may reflect as if people are not giving in their best. It is therefore imperative to monitor actual and perceived constraints through interviews, surveys and observation to ensure a sustained process.

The significance of PMP and Re-engineering

Today's competitive workplace demands that team leaders evaluate team members' performance and provide coaching. This has made PMP significant tool for evaluating and measuring performance. PMP is about helping people improve performance. Because of its processes, PMP helps people face up to reality and confront the truth in order to correct mistakes, learn from past performance and adjust processes to build a more successful organization. Armstrong (1996:243) confirms the above perception of PMP that it is a continuous process which reflects normal good management practices of setting direction, monitoring and measuring performance and taking action accordingly.

PM being Result-Oriented

Another aspect of PM is that it is results oriented. Walker (2007:3) states that solid performance objective is behavioural in nature which subsequently makes it observable and measurable. Where there are organizational best practices they will provide important performance how-to specifics regarding the achievement of mission-rated goals. This help set appropriate goals thereby achieving results expected by the organization. Ulrich et al (1997:97) states that improving performance is a lot like weather. We do a lot of talking about it. Two kinds of actions are needed. There is need to understand more about and expand our measurements of performance and secondly we need to learn more about the critical antecedents of performance. Performance involves the organization as well as the employees.

This is the more reason that performance management is directly linked to human resource management. This phenomenon supports the view that HRM strategic model that is based on the belief that what HRM can do best is to help organizations to achieve their strategic organisation's objectives (McCourt, 2005:2). The meeting of the objectives requires that both employees and their performance are managed effectively. Therefore PMP is results oriented as it is embraced in the strategic management model that drives towards achieving the organizations vision, mission, objectives and core values.

Conclusion and Future Perspectives

The research has revealed that PMP were perceived as having a remarkable impact and achievements as evidenced by the responses. The study also revealed that the training that the employees underwent on PMP was fruitful. The competence of the trainers was rated high. The research has also shown that job output agreements were being signed. Team leader's commitment towards the PMP appeared to be on track. This supports the status on receipt of questionnaires that reflected the categories of professional and supervisory staff. This also supports the responses both from management and other staff that there is real need for total commitment from top management for the PMP to impact fully into the organisation.

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Workforce Motivation between Theory and Practice; A case study of SAA

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Introduction

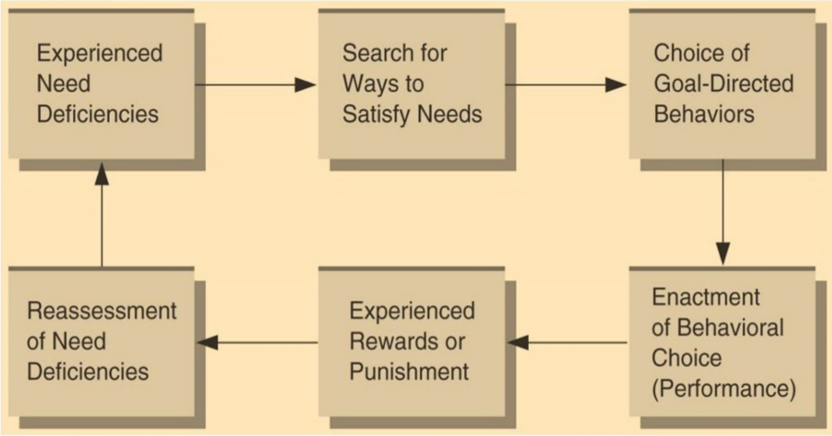
Motivation is one of the crucial factors that currently determine the success of organizations. The relationship between any given organization and its employees is affected by what motivates employee to work as well as the received pay and fulfillment they can obtain from it. Motivation as a concept in human resource management (HRM) is a complicated subject of study, since it cannot really be studied or measured directly and is only revealed or its absence revealed in the results obtained from it (Sims, 2002). Motivation is determined by three key components of organisational culture; Employee needs and objectives, describe the individual goals of employees, both on a personal and professional level, and the degree of their "psychological investment" in their work (Neumann et al., 1999). Interpersonal relationships describe the ways in which people work together in groups, and how different groups work together with each other. Leadership establishes the "atmosphere" of the organisation, indirectly and directly motivating employees and groups to function effectively (Martins and Terblanche, 2003).

The Notion of Motivation

The notion of motivation as reinforcement, i.e., an action towards a desired goal that is rewarded in some way, has long been recognised. This approach contains both passive and 7

active dimensions; motivation is a combination of receiving positive reinforcement or reward with the ability to shape one"s conditions for the purpose of achieving some purpose(White, 1959; Skinner, 1969; Leff, 1978).

The Motivational Framework (Source: Moorhead & Griffin, 2004)



Theories Investigated by this Study

Theory X and Y (McGregor, 1960), while only giving a general clue as to the positive (Theory Y) or negative (Theory X) motivating atmosphere in an organisation, provides a partial explanation of the overall results obtained by the primary research. In summary, understanding human nature is one of the issues given high priority in most organization so as to be able to answer the question: "What motivates people?" In Saudi Arabia, majority of the companies neglect this issue while some give it low attention (Sulimani, 2006). Organizations that want to improve their performance and productivity levels should know the motivation theories, their roots, and how to apply them in life, mainly 18

in the work environment as it relates to job satisfaction. These theories have impacts and results that need to be well understood in order to enjoy the great results of using them appropriately. A successful manager and his team of management must utilize the theories according to the business type and its employees; given that their application is different depending on the organization.

Conclusion and Future Perspectives

One of the important challenges facing organizations in Saudi Arabia is how to motivate their workforce to generate maximum individual as well as collective efforts. with the objective of providing recommendations to improve motivation at SAA. In order to do this, the underlying concepts of motivation were examined, beginning with defining motivation as a process which combines both internal attitudes and actions and positive external effects that enable an individual to fill a need or achieve a desired goal. Theories of motivation are divided into two general categories: *Content theories* describe the various factors that cause motivation, while *process theories* describe the mechanisms by which those factors work. Theories that have significant relevance to this study are the X and Y Theory (McGregor,1960)

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A STUDY OF CUSTOMER SATSIFACTION ON SUPPLY CHAIN MANAGEMENT PRACTICES OF TATA MOTOROS IN KSA.

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Introduction

Traditionally, marketing, distribution, planning, manufacturing, and the purchasing organization along the supply chain operated independently. These organizations have their own objectives and these are often conflicting. Marketing's objective of high customer service and maximum sales dollars conflict with manufacturing and distribution goals. Many manufacturing operations are designed to maximize throughput and lower costs with little consideration for the impact on inventory level and distribution capabilities.

Supply Chain Management (SCM) is the management of the flow of goods and services. It includes the movement and storage of raw materials, work-in-process inventory, and finished goods from point of origin to point of consumption. Interconnected or interlinked networks, channels and node businesses are involved in the provision of products and services required by end customers in a supply chain Supply chain management has been defined as the "design, planning, execution, control, and monitoring of supply chain activities with the objective of creating net value, building a competitive infrastructure, leveraging worldwide logistics, synchronizing supply with demand and measuring performance globally."

Charan. P. (2012) defines Supply Chain Management is the integration of key business processes across the supply chain for the purpose of creating value for customers and stakeholders.

Cole, R.E. (2011) Supply Chain Management aims at building trust, exchanging information on market needs, developing new products, and reducing the supplier base to a particular OEM (original equipment manufacturer) so as to release management resources for developing meaningful, long term relationship.

According to the Council of Supply Chain Management Professionals (CSCMP), supply chain management encompasses the planning and management of all activities involved in sourcing, procurement, conversion, and logistics management. It also includes the crucial components of coordination and collaboration with channel partners, which can be suppliers, intermediaries, third-party service providers, and customers. In essence, supply chain management integrates supply and demand management within and across companies. More recently, the loosely coupled, self-organizing network of businesses that cooperate to provide product and service offerings has been called the Extended Enterprise.

LITERATURE REVIEW

Literature Review:

Jamehshooran (2015): In recent years, supply chain performance measurement has received much attention from researchers and practitioners. Effective supply chain performance through supply chain antecedents such as business analytics has become a potentially valuable way of securing competitive advantage and improving supply chain performance. This study addressed the lack of the empirical studies by developing a comprehensive model to examine the effect of business analytics on supply chain performance. A quantitative methodology using a cross-sectional survey method was used to investigate the relationship between variables. Data were collected from automotive companies in Iran. The relationships between variables were examined using structural equation modelling (SEM) technique and partial least squares (PLS) software was used. The results revealed there is a significant positive relationship between business analytics and supply chain performance. The study combined resource- based theory, resource dependence theories to develop a new theoretical framework to demonstrate the importance of businesses analytics; in improving supply chain performance.

Stefanovic (2014) Today's business climate requires supply chains to be proactive rather than reactive, which demands a new approach that incorporates data mining predictive analytics. This paper introduces a predictive supply chain performance management model which combines process modelling, performance measurement, data mining models, and web portal technologies into a unique model. It presents the supply chain modelling approach based on the specialized metamodel which allows modelling of any supply chain configuration and at different level of details. The paper also presents the supply chain semantic business intelligence (BI) model which encapsulates data sources and business rules and includes the data warehouse model with specific supply chain dimensions, measures, and KPIs (key performance indicators). Next, the paper describes two generic approaches for designing the KPI predictive data mining models based on the BI semantic model. KPI predictive models were trained and tested with a real-world data set. Finally, a specialized analytical web portal which offers collaborative performance monitoring and decision making is presented. The results show that these models give very accurate KPI projections and provide valuable insights into newly emerging trends, opportunities, and problems. This should lead to more intelligent, predictive, and responsive supply chains capable of adapting to future business environment.

Wankea (2014): This study aims to investigate whether, and the means by which, supply chain managers of large manufacturing companies adopt a context-dependent approach (also called it empirically explores the correlation between logistics complexity-related contextual conditions and supply chain management (SCM) objectives and decision areas. The study involves a comprehensive literature review, followed by contingency approach) in their supply chain decisions; an analysis of survey data (based on a sample of 108 large manufacturing companies in Brazil), using cluster analysis, factor analysis and binary logistic regression. In this study, we not only investigate the major effects of supply chain objectives and decision areas as predictors of the logistics complexity of manufacturing but also investigate their second order interactions. Statistically significant relationships were found between logistics complexity-related contextual conditions and objectives and decision areas involving the supply chain. The managers of large companies who were surveyed considered different objectives and decision areas to be critical to the achievement of supply chain excellence when their companies had different levels of logistics complexity.

OBJECTIVE AND METHODOLOGY

Objective of the Study:

1. To study the Supply Chain Management Practices Adopted by Tata Motors.
2. To evaluate the Customer Satisfaction level of Supply Chain Management Practices of Tata Motors.
3. To offer suggestions to make Supply Chain Management Practices Effective in Tata motors.

Methodology:

The study is based on primary and secondary data. The secondary data procured from the published annual reports of Select Motor Companies Tata Motors, libraries, and concerned websites. Data also collected from the various issues of Automobile Industry Bulletins, manuals, news-letters, talking points International News, current awareness service, pamphlets, booklets, folders etc.

The relevant primary data was collected from the customers of these select motor companies through separate designed questionnaire for the purpose. Sets of questionnaires were prepared to elicit information from both the dealers and customers relating to all the issues of supply chain management practices from their respective respondents.

Sample Design

Customer Level Sample

In K.S.A almost every house owns a car. It has got highest percentage of car ownership with more than 80 percent of the population owning a car. Most of the families had more than one car to be used by different family members for different purposes. The selection of sample was a difficult task. The researcher approached the dealers of the concerned companies to get the list of the customers. There were thousands of customers spread over the major cities of the country including rural areas. To give due representation to different customer groups of 120 from Tata Motors were selected using random sampling techniques with due representation to cross sections of the society.

Tools of Analysis

A questionnaire having 25 questions were used and each customer were asked to fill the questionnaire by following the instructions given overleaf. Suitable statistical tools has been used to interpret the data and results were discussed in light of the findings.

Result & Discussions:

To keep its transaction costs low. Tata Motors moved towards a just-in-time system. All high value components were delivered daily, and in the case of nearby suppliers, twice a day. Transportation costs alone accounted for 45% of the total logistics costs for Tata Motors. Delays in supplies added to costs in terms of machine down time at the plant. So vendors located far away from Pune were asked to set up local warehouses near the plant.

Meanwhile on the shop floor, where the assembly line was located, Tata Motors did away with the traditional store function. When a truck entered the factory, a person checked whether the material was scheduled to arrive or not by keying in the part number and the supplier code. If the material was not scheduled to arrive, the truck was not allowed to enter the factory premises. Once it was cleared at the gate, the truck proceeded to the receiving center. After being unloaded, unpacked, and cleared for quantity and quality, the goods were moved into the transit area. From there, they went into the "super market", where the materials were arranged in such a way that the workers could easily access all the material required on the assembly line without wasting much time and effort.

For Tata Motors, a crucial element in the supply chain was its ability to forecast demand accurately. This was needed to help the vendor plan the production schedule in advance. The company employed market research agencies to help forecast demand through trend analysis, using historical data. It used a complex web of correlation involving the country's economic situation, and competitors' products.

Customer Satisfaction Survey Analysis:

S.N. COMPONENT EXCELENT GOOD AVERAGE POOR
1 Delivery on Time 83% 17%
2 Availability of Parts 75% 8%8%9%
3 After Sales Services 50% 33% 17%
4 Grievance Handling System 83% 17%
5 Availability of Service Centers 75% 25%

- Delivery on Time: 83% customers were shown their satisfaction on delivery time as good.
- 17 % customers were shown their satisfaction on delivery time as poor.
- 75 % of customers respectively revealed that spare parts are available in the market.
- 8% of customers satisfied with the availability of services is good and 9% customers are dissatisfied.
- 50% customers are satisfied with excellent opinion because company providing services after sale. 33% customers are satisfied with good service and 17 % customer opinion as average.
- 83% of customers reported that grievance on time and 17% customers are dissatisfied with their grievance handling system.
- About 75% customers reported that service centers are available at their locality while remaining 25% of customers stated that it was not available at their nearby locality.

Conclusion and Future Perspectives

Conclusions

Tata Motors had set up supplier quality improvement teams to improve the vendor's systems to ensure that they produced defect free parts. It applied a 13-step quality improvement program, covering supplier evaluation, design validation, and audit of supplier quality.

Maximum number of customers of Tata Motors stated that there is a wide range of availability of different colors, models and styles of cars. The dealers are not compromised in maintaining a wide range of the tastes of consumers in according to their pulse rates in designing the sizes, colors and different models.

Tata Motors revealed that, the spare parts and components are available in the market. At the same time 33 percent of customer said genuine spare parts are not available at their location.

About 75 percent customers from Tata Motors reported that service centers was available at their locality while remaining 25 percent of customers stated that it was not available at their nearby locality.

83 percent of customers from Tata Motors reported that their grievances were addressed on time, while 17 percent of respondents from Tata stated that their grievance with vehicles were not addressed by Company on time.

Suggestions:

The higher number of Tata supply chain cycles indicate that, the supply chain is not as effective as its competitors practices.

Tata Motors are advised to maintain a trade-off between efficiency and responsiveness in supply chain Management.

The Tata supply chain is efficient in nature, and therefore it is better to increase its inventory levels at dealers and distribution centers which will increase the product variety, product availability and this strike a trade-off between efficiency and responsiveness.

Spare parts availability in the market at customer proximity as one of the key indicators of aftermarket performance of automobile supply chain. The Tata company is advised to streamline its spare parts supply chain and it has to supply spare parts to all the dealers with required levels of stocks.

Further, Tata has to supply spare parts not only to dealers; to ensure the genuine spare parts to customers, it should supply spare parts to sub dealers, authorized service centers and local automobile spare parts retail shops for easy availability of spare parts to customers at their proximity.

To the, Tata companies are advised to arrange for fully automated service centers at their dealers point, and the employees in the service centers must be trained, so that vehicle can be serviced quickly and effectively.

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Relationship between Corruption and FDI Inflow: A Causality Test

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Introduction

The foreign direct investment (FDI) is one of the vital factors that can cope with the low level of gross domestic investment, which is basically responsible for accelerating economic growth. From this point, came the importance of studying the FDI inflow as one crucial supplementary means of raising this low growth rate of GDP.

The literature about FDI is really huge and growing, but we focus in this paper on the relationship between corruption and FDI inflow. Corruption, in different forms, is frequently mentioned as the big obstacle facing foreign investors. We need to quantify this relationship in order to help policy makers when they design their policy tools for attracting foreign investors and accelerating economic growth.

Research Hypothesis & Methodology

There is no significant causal relationship between corruption and FDI inflow in either direction.

Variables, Data and Methodology:

In order to test the research hypothesis, we will determine the sample of countries by selecting the two countries with the highest GDP growth rate in each of the main regions of developing countries. We use this criterion because GDP growth is the ultimate goal of all developing countries. Moreover, GDP growth is affected by both the study variables, corruption and FDI inflow. The regions of developing countries included in the study are: Middle East and North Africa (MENA) region, East and South Asian region, Sub-Saharan African region and Latin American region.

As for the data, we will take a time series data (2000 – 2014) for each of the selected countries for the variables for the two main variables, foreign direct investment inflow (FDI) and corruption perception index (CPI). Other related variables will be included, such as gross domestic product (GDP) and the openness of trade (TRADE) measured as (exports + imports) / GDP.

After being satisfied about the stationarity of the time series data, we intend to use the Granger causality model to test for the existence and significance of the causal relationship between corruption and foreign investment. Besides, the direction of this causality, if it exists, will be tested too.

Theoretical Background

Many researches have focused on the effect of corruption on FDI inflow. Corruption can act as either a negative factor by raising uncertainty and transaction costs, which should impede FDI, or as a positive factor by "greasing" the wheels of commerce in the presence of weak regulatory framework, which should facilitate FDI. Quazi (2014), for example has used 1995-2011 panel data and found that the impact of corruption on FDI is significantly negative and robust. Castro and Nunes (2013) have investigated the impact of corruption on FDI inflows in 73 countries, over the period 1998-2008 and found that the least corrupt countries may attract more foreign direct investment because they provide a more favorable climate for investors. Ardiyanto (2012) found that corruption is deleterious for FDI inflows in developed countries, but is somewhat beneficial for attracting FDI inflows in developing economies.

On the other hand some researches have studied the effect of FDI on corruption. Felipe and Tavares (2004) have used broad cross section of countries over the period 1970 to 1994 and applied a causality analysis. They found that FDI as a share of GDP is significantly associated with lower corruption levels. The quantitative impact of FDI on corruption appeared to be of the same order of magnitude as that of per capita GDP.

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STUDENT´S SATISFACTION FOR THE SERVICES PROVIDED AT UBT

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Introduction

University of business and technology has a mission states ''UBT is a private university that offers high-quality undergraduate and graduate education responsive to market needs. The university prepares students with transferable skills required to excel as industry leaders and entrepreneurs" and its slogan is "Education For JOB Opportunities" matches the mission of the university. In order to meet UBT mission and objective it is important to identify the students satisfaction level for the offered services . In this research , the team has identified a set of factors that might affect the student's satisfaction and analyzed the result.

Literature Review

university	Result	year	References
DEPARTMENT OF BUSINESS AND MANAGEMENT FACULTY OF ECONOMICS AND ADMINISTRATION SCIENCES	THE RESULT OF THIS STUDY WAS THAT,THE HIGHER THE LEVEL OF LIKE FOR A SUBJECT, THE HIGHER THE GPA IS.	2014	(4)
UNIVERSITY UTARA MALAYSIA	THE RESULT OF THIS STUDY REVEALS THAT THE BETTER THE SQ PROVIDED BY THE UNIVERSITY, THE HIGHER THE LEVEL OF SS.	2011	(2)
SCHOOL OF MARKETING AND INTERNATIONAL BUSINESS	THE RESEARCHER FOUND THAT INSTRUCTOR FEEDBACK, SELF-MOTIVATION, LEARNING STYLE, INTERACTION, AND INSTRUCTOR FACILITATION AS VARIABLES SIGNIFICANTLY AFFECT STUDENTS' SATISFACTION.	2006	(3)
EDGE HILL UNIVERSITY	THE RESEARCHER FOUND THAT, THE MOST IMPORTANT ASPECTS WERE THOSE ASSOCIATED WITH TEACHING AND LEARNING, WHILE THE LEAST IMPORTANT WERE THOSE ASSOCIATED WITH THE PHYSICAL FACILITIES.	2006	(5)

From previous studies we can see that Student satisfaction is reliant on factors such as students perceived learning outcomes in the context of university courses, the academic staff training, the teaching materials, the level of like for a subject and the quality of the facilities & services provided by the universities.

Based on that we have chosen such factors and more to measure UBT students satisfaction.

Research Objectives

The objectives of the research are:

- Determine factors that influence student's satisfaction in UBT.
- Study the homogeneity between all factors.
- Determine the level of homogeneity between this factors.
- Make plan to improve these factors to reach higher students satisfaction in UBT in the future.

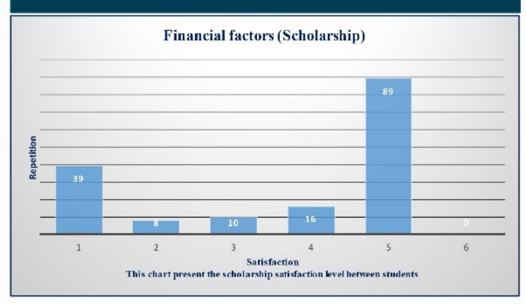
Research Methodology

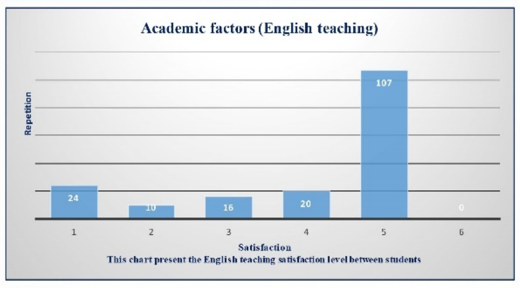
The team has followed the following methods:

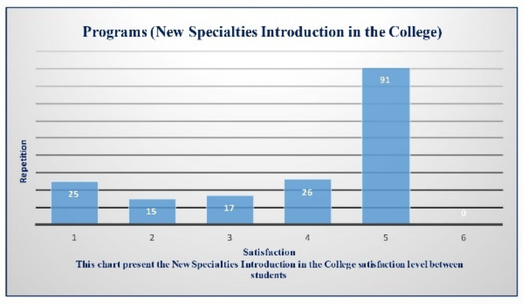
- Students Sample was taken from UBT Female Campus.
- A survey form was distributed to the students to determine which of the factors affects their satisfaction at UBT.
- Chi-square Test of Homogeneity was applied on the survey data by using EXCEL program to determine the degree of homogeneity between these factors.

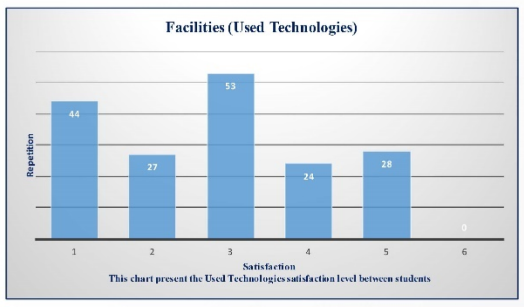
Result and Discussion

High Satisfaction Factors

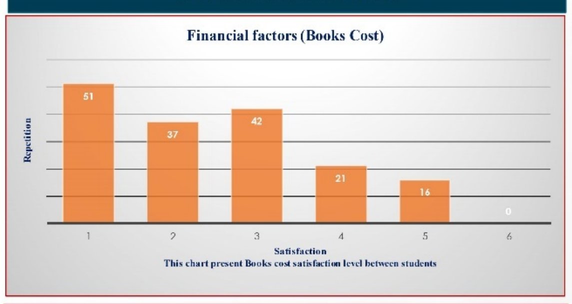


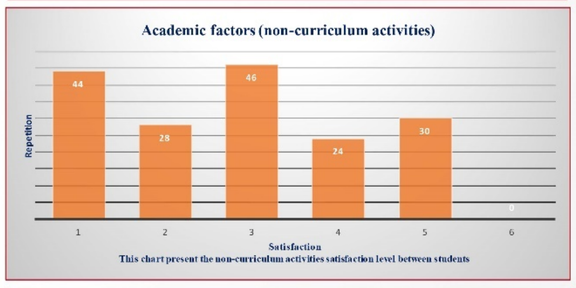


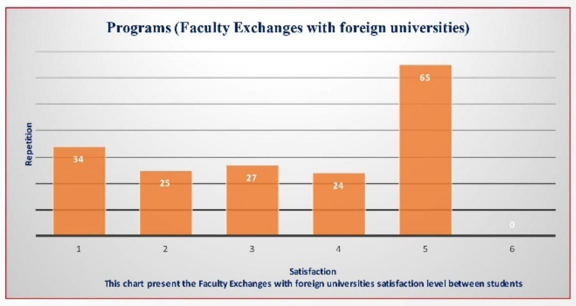


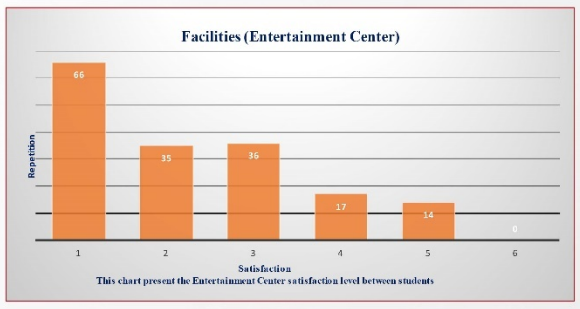


Low Satisfaction Factors









CHARTS ANALYSIS

Based on the above:

- The factors that influence students' satisfaction positively & Negatively are :
- Scholarships, English Teaching, New Specialties Introduction in the College and Used Technologies influence S.S. positively.
- Housing cost, Non-curriculum activities, Faculty Exchanges with foreign universities And Entertainment Center influence S.S. positively.

Conclusion

In conclusion:

There is high homogeneity between financial factors, Academic factors, Academic programs and College Facilities in influence the level of satisfaction of students with the services provided by the university.

As Future Perspective:

- we can use SPSS program to study the relationship between Financial Factors, Academic Factors, Programs and University Facilities in influence students' satisfaction.
- We can make a plan to help the UBT management to improve its services to rich higher students satisfaction.

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