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The Effect of Research Infrastructure on the Scientific Benefits of Collaboration: An Empirical Investigation of Shanghai Synchrotron Radiation Facility (SSRF)

Zhenhua Yang* and Yanmei Xu**

The coexistence of knowledge sharing and knowledge leakage in scientific collaboration positively and negatively affects the researchers to collaborate. Extant literatures extensively link the scientific benefits of collaboration with Research Infrastructure (RI). In this study, we discuss the direct and indirect effects of RI on scientific benefits of collaboration in the context of Shanghai Synchrotron Radiation Facility (SSRF). Based on 295 papers published by SSRF, we empirically analyze the direct effects of mutual trust and research subsidies on scientific benefits, and the indirect effect of SSRF as a RI. The results show that mutual trust and research subsidies have a direct positive effect on scientific benefits of collaboration, while RI has an indirect negative effect between research subsidies and scientific benefit. Our findings contribute to the understanding of the role of RI as an experimental platform, paying attention to knowledge sharing and knowledge leakage in scientific collaboration.

Key Words: *Collaboration, Knowledge Leakage, Knowledge Sharing, Research Infrastructures (RI), Scientific Benefits*

Rethinking Organizational Change: Towards a Conceptual Framework

Arbind Samal* and Devjani Chatterjee**

In this paper, a systematic process of literature review has been followed to identify diverse nomenclatures and common themes within the existing literature on organizational change. The role of organizational readiness and employee resistance, along with their antecedents are discussed in the study. Additionally, it is emphasized that while considering change initiatives, organizations also need to carefully evaluate three parameters of change, i.e., 'rate of occurrence' of change, 'the scale' of change, and 'the implementation' process of change. In particular, the paper proposes a conceptual model that features and extends upon the previous work on trajectories of industry-level changes based on the 'core assets' and the 'core activities' of an industry for instituting appropriate change strategies at the organization level. Such categorization can help organizations identify and adopt the right change strategies within their ecosystem while at the same time planning for change interventions in the real world scenario.

Key Words: *Change Implementation Process, Employee Resistance, Industry-level Change, Organizational Change, Organizational Readiness*

Understanding Change Enablers in Service Organizations: A Contingency Theory Perspective

Smita Chaudhry*

Enablers of change in the specific context of service organizations have received limited attention in the literature. Considering the unique features of service organizations, and applying contingency theory to them, this paper seeks to understand the change enablers. For this purpose, it examines the aspects that characterize service organizations from the technology, task and external environment perspective, analyses the resultant challenges to change initiatives, and identifies the measures required to overcome them. The paper provides supporting arguments based on findings from the existing change and service literature. Through this process, it highlights the significance of the following enablers of change: employee empowerment, team work, inter-group collaboration, change communication, rewards and training program, service-oriented culture, and senior management leadership. The paper emphasizes the importance of congruence between the enablers, and the role of employees, especially the senior management. Implications for scholars and future directions for research are discussed.

Key Words: Change Management, Contingency Theory, Organizational Change, Service Organizations, Service Performance

A Study of Online Shopping Experience and Swaying Brand Preference Between Noon and Amazon in UAE

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The purpose of this study was to understand how different factors could affect the Online Shopping Experience (OSE) among consumers using Amazon and Noon e-commerce platforms in the United Arab Emirates (UAE). Through a review of literature and subsequent analysis, the authors identified seven dimensions that could impact OSE, namely, customer service, customer delight, reliability, self-congruity, attractiveness, product variety and affordability (value for money). The impact of these on the shopping experience of the customer was examined in this study using an integrated research framework. Further analysis was carried out to determine the likely impact of sub-factors of these dimensions on the shopping experience in the context of both Amazon and Noon users. The findings of the study suggest that e-commerce platforms in the UAE can improve their customer experience by focusing on customer service, customer delight, reliability, product variety, and self-congruity. It is further implied that by focusing on the theoretical dimensions of OSE and their application in suitable contexts, the e-commerce industry in the UAE can create a competitive edge.

Key Words: Customer Service, E-commerce, Purchase Intention, Online Shopping Experience (OSE), United Arab Emirates (UAE)

Non-Banking Activities of Commercial Banks under Financial Deregulation in Developing Countries: Evidence from Bangladesh

S. M. Sohrab Uddin* and Yasushi Suzuki**

The separation between banking and non-banking activities was withdrawn in 2009 in Bangladesh, following which the stock market has experienced the development of the biggest bubble and its eventual bursting in 2010-2011. This study aims at evaluating the non-banking activities of commercial banks by highlighting the causes behind the accelerated use of such activities under financial deregulation and their after-effects. The shrinking of the spread margin under an intensified level of competition encourages banks to accelerate the non-banking activities. Moreover, the withdrawal of the separation hinders the well-functioning of the financial sector including the banking sector by amplifying the fundamental principal-agent and moral hazard problems; by creating conflict of interest between central bank and Bangladesh Securities and Exchange Commission (BSEC); by eroding the regulatory structure of the central bank for monitoring and supervision of the banking sector; and by hampering the objective of financial deepening under financial deregulation. The banking sector regulator needs to consider the associated bad consequences of the withdrawal of the separation between banking and non-banking activities of commercial banks in a developing country like Bangladesh.

Key Words: Bangladesh, Bank Subsidiary, Conflict of Interest, Financial Deregulation and Non-banking Income

Municipal Bonds as an Investment Option among Indian Investors

Ram Kumar Mishra*, Mousumi Singha Mahapatra** and P Geeta***

Rapid urbanization coupled with increasing population throws up enormous challenges to local governments in India. One of the key concerns for the local governments is providing basic infrastructure facilities and quality services as well as improving living standards for the citizens. This situation requires the Urban Local Bodies (ULBs) to find innovative ideas for solving the infrastructure and service delivery problems and for creating a larger pool of funds for strengthening the ULBs. The current paper deals with the municipal bond as an innovative option of municipal finance. This study explores the satisfactoriness of an important measure taken by the local government i.e. introduction of municipal bonds to create a local funding source to improve the infrastructure facilities at the grass root levels and analyses whether this initiative has been accepted well by the citizens/general public at large. Partial Least Square Structural Equation Model (PLS-SEM) was used to establish the reliability and validity of the scales and to test the hypotheses. The results documented investors' perception to have greater impact in influencing municipal bond investment decision of Indian investors.

Key Words: Local Government, Municipal Bonds, Public Finance, Structural Equation Model (SEM), Urban Local Bodies (ULBs).

Comprehensive Information Security Awareness (CISA) in Security Incident Management (SIM): A Conceptualization

Manisekaran Thangavelu*, Venkataraghavan Krishnaswamy** and Mayank Sharma***

Information security incidents are a major concern for organizations today, and the prevention and mitigation of such incidents are essential for business survival and smooth functioning. Organizations implement a security incident management process to detect and mitigate security incidents. Despite an organization's investment and efforts to prevent security incidents, its occurrences have increased over the years, signaling limitations in the existing process. We posit that the limitations may be due to the lack of a comprehensive awareness of threats by security professionals. To this effect, we define and conceptualize Comprehensive Information Security Awareness (CISA) as comprising of three elements, namely: security, system, and situational awareness. We leverage the knowledge, skills, and abilities-based approach in NIST-SP-800-16 and security awareness concepts from the literature for conceptualizing CISA. We discuss the effects of CISA on threat management tasks in the context of security incident management.

Key Words: Information Security Awareness, Situation Awareness, System Awareness, Threat Detection, Threat Mitigation

Campus-IL: Enhancing Teachers' Learning Experience

Rahul R Lexman*, Joshin John** and Avishay Friedler***

Campus-IL, Israel's National Digital learning platform was launched in 2018 as the flagship project of Digital Israel. Campus-IL, in partnership with other organizations, had developed the Micro-Credential courses for Professional Development of the teaching fraternity in Israel. Although the number of users enrolling for these courses were increasing over time, the completion rates of these courses were abysmally low. Mr. Avishay Friedler, the Digital Learning Strategist at Campus-IL, was concerned about the future of Micro-Credential courses. He had observed that the stickiness to Campus-IL's learning platform and the users' motivation to reuse the platform were the major concerns. As the strategist for Campus-IL, it was particularly important for him to address these issues, before undertaking any major expansion drives, lest these issues also scale with up with the expansion. Mr. Friedler was considering ways to improve the motivation levels of the users enrolling for the courses, and to enhance the overall learning experiences of the users.

Key Words: Digital Learning, Micro-credential Courses, Massive Open Online Courses (MOOCs), Motivation, User-experience
