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Notes for Contributors

Greenwich University, Karachi- Pakistan, publishes the Journal of Business Strategies twice a year. Contributions to the journal may be the papers of original research in the areas of management sciences and information studies, like business, management, marketing, banking, finance, and computer sciences and information technology. The research papers submitted for publication in the Journal should not have been previously published or scheduled for publication in any other journal.

Manuscripts

Papers may be written in English with abstracts. The manuscript should be typewritten (double-spaced, with ample margins) on left side of the paper only. Two copies of the manuscripts along with soft copy should be submitted. Authors should organize their papers according to the following scheme, as closely as possible: (a) title of paper, (b) author's name (and affiliation written at the bottom of the first page), (c) abstract, (d) introduction, (e) material and methods, (f) results, (g) discussion, (h) conclusion (i) acknowledgement (j) literature cited (arranged alphabetically), using the following illustrated format:

RIZVI M.A.SHAH and J.DAVIS (1985): Structural Features of the Date Market in Sind-Pakistan. "Date Palm. J" FAO, Pp.103-122.

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RIZVI M.A.SHAH and J.DAVIS (1988): The Efficiency of the Sind Date Marketing System. "Date Palm. J" FAO, Pp. 337-352.

However, in case of short papers and communications, results and discussion could be combined in one section.

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Tables should be reduced to the simplest form and should not be used where text or illustrations give the same information. They should be typed on separate sheets at the end of the text and must in no case be of a size or form that will not conveniently fit onto the Journal page size. Units of measurement should always be clearly stated in the column headings; any dates relevant to the tabulated information should be stated in the table title or in the appropriate column heading.

Illustrations

Line drawings and graphs must be in jet black ink, preferably on Bristol board or tracing paper. Photographs should be on glossy paper, negatives being supplied where possible. Figures including both line drawings and photographs should be numbered consecutively in the order in which they are cited in the text. The approximate position of tables and figures should be indicated in the manuscript.

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Editorial

An important goal of education is helping students learn how to think productively by combining creative thinking (to generate ideas) and critical thinking (to evaluate ideas). Both modes of thinking are essential for a well-rounded productive thinker. At Greenwich, we teach the combination of divergent generation and convergent evaluation in a strategy of Creative Problem Solving that contains many tools which can be used interchangeably. Greenwich is a place, where students learn, how these tools are selected according to the needs of the task and are either divergent (used to generate options) or convergent (used to evaluate options). The seventh issue of the “Business Strategies, J” contains nine research papers.

Dr. Arshad Imam in the first paper, on “On the Neat Essentials Extensions of Abelian Groups” has developed a theory on neat essential extensions followed by the existence of neat-injective envelopes for any abelian group. Dr Arshad has proved that for every group G , there exists a minimal neat-injective group A that contains G as a neat sub-group. A is maximal neat-essential extension of G and is unique up to isomorphism over G .

Mr Nisar Ahmed Pahore et al, in the second paper, on “The Role of SMEs in the Internationalization of Trade-A Case of Pakistan” speak about the impact of SMEs in the internationalization of trade and the export earnings of Pakistan. The authors are of the opinion that during recent wave of globalization SMEs have grew more and has left a significant impact on income distribution, social stability, domestic resources utilization technique and structural and regional development.

Dr Muneer Ali Shah Rizvi et al, in the third paper, on “Emerging Trends and Potentials in Agri-Business Sector of Pakistan” have highlighted the importance of the Agri-Business sector of Pakistan that is called the mainstay of our national economy and is a dominant force driving the growth and development of the national economy, but received lower attention of the policymakers not at par with its importance.

Mr Nadim Malik et al, in the fourth paper, on “A Study on Causes of Low U-fone share in Telecommunication Market” highlights the problems that U-fone management faces, with regard to increasing market share beyond the initial customer base that was initially acquired in a very short span of time.

Dr Madad Ali Shah et al, in the fifth paper, on “Mobile Phone Industry – A Growth Model for e-Business Firms in Pakistan” highlight e-Business firm as a unique human creation that can be described by generic concepts and models, for development of organizational theory that to be applied in the entrepreneurial practice.

Mr Muhammad Kashif et al, in the sixth paper, on “Student Perception of Business School: A Case Study” have described that Business education is emerging as the most progressive and dominant discipline across the globe today. Pakistan now a days is offering business and management programs to meet the industry needs.

Mr Nazir Ahmed Gopang et al, in the seventh paper, on “Relative Competitiveness in Packed Milk Brands in Pakistan” examine the competitiveness of Pakistan's milk production as packed milk and provide the base liner position against which changes in competitiveness of Pakistan's dairy farming can be measured.

Mr Munawar Ali Kartio et al, in the eighth paper, on “Global Economic Recession in South Asia and its Impact on Purchasing Power and Brand Preferences in Pakistan” explore the impact of global economic recession and consumers preferences in purchasing different brands in Pakistan.

Mr Muhammad Imran Mushtaque et al, in the ninth and last paper, on “Factor Analysis of Resistance by Human Resource towards the Organizational Changes” investigate the factors which are the major cause of resistance imposed by the manpower towards the adoption of new changes i.e. technological changes, policies changes, structural changes, etc.

The Editorial Board welcomes from readers any suggestions for further improving the technical standard, presentation and usefulness of the Journal.

Prof. Dr. Muneer Ali Shah Rizvi
Chief Editor

On the Neat Essential Extensions of Abelian Groups

Dr Arshad Imam*

Abstract

In this paper, we develop a theory of neat-essential extensions of abelian group, followed by proving the existence of neat-injective envelopes for any abelian group. We prove that for every group G , there exists a minimal neat-injective group A that contains G as a neat-subgroup. A is maximal neat-essential extension of G and is unique up to isomorphism over G .

Key words: Neat subgroup, Injective groups, Injective hull, Frattini Subgroups.
Mathematics Subject Classification: 20 K 99

*Author is working as a Professor in the Faculty of Science, Greenwich University, Karachi

The Role of SMEs in the Internationalization of Trade: A Case of Pakistan

Nisar Ahmed Phore*
Faiz Muhammad Shaikh**

Abstract

This research explores the impact of SMEs in the Internationalization of Trade and its impact on the export earnings of Pakistan. The Small and Medium Scale Enterprises (SMEs) are playing very significant role in almost all the economies around the world irrespective of the countries' development stage. Most of the developed countries like Japan, China, Malaysia, Taiwan, have developed through SMEs business, in many aspects such as employment generation, export, tax, income, innovation and competitiveness. Data were collected from various secondary sources and analysis with SPSS-16.5 software. Recent wave of Globalization has influenced overall business of the world. SMEs grew more in this wave of Globalization. Particularly in Pakistan, there has been a significant impact on income distribution, social stability, domestic resources utilization technique and structural and regional development.

Key words: Role, SMEs, Internationalization, Trade, Pakistan

Both the authors are working as Assistant Professor Department of Agri-Economics, SZABAC-Dokri, Sindh.

Emerging Trends and Potentials in Agri-Business Sector of Pakistan

Dr. Muneer Ali Shah Rizvi*

Dr. Samar Sultana**

Abstract

Pakistan is an agro-based country and agriculture is a mainstay of our national economic life. The total population of Pakistan is around 165 million with a growth rate of 2.6%. Nearly 68% of the total population resides in rural area, 52% of the total population is engaged directly and 68% are dependent directly or indirectly on agriculture. Agriculture sector is the dominant force driving the growth and development of the national economy.

Agriculture contributes nearly 25% to GDP, 60% to export & employees 49% of total labor force. Even greater percentage through its multiplier and fall out effects, that are transporting, marketing, trading, processing, exporting and is a value added chain. It also accounts for the supply of major inputs to the agro-based industries and meets the foods requirements of the country. In the long run, agriculture contributes improving of payments, capital formation, reducing budgetary deficits and creating employment opportunity. The basic challenges faced by agriculture sector are to increase farm production and develop non-farm sector at the rate faster than that required to feed and ever increasing population and in future to face the free market challenges under the globalization agreements. Due to paucity of data available, only agricultural financing, the major and most important aspect of the agri-business sector, has been discussed in detail.

The main challenges that policy makers face, mostly fall within the functional purview of the State Bank of Pakistan. Despite persistent efforts of the authorities, made over past 38 years, the institutional credit, through ZTBL-defunct ADBP, PPCBL, Commercial Banks, Private Domestic Banks, NGOs, NRSP, PRSP etc, constitutes around 30% of the agricultural credit requirements. The remaining chunk (70%) is still being catered through the informal sector (Whole-sellers, Retailers, Friends, Commission agents, Relatives, Processing Units, Mills, Companies, Factories and Land-lords etc). Globalization is another giant that knocks our door and we are to welcome it.

Key words: Agric-Business, Agric-Financing, Trends, Potentials, Globalization

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**Assistant Professor, Department of Political Science, University of Karachi

A Study on Causes of low Ufone Share in Telecommunication Market

Nadim Malik*

Dr. Anwar Ali Shah G. Syed**

Abstract

Ufone is one of the fast growing cellular companies in the country; however, presently the management of Ufone is facing problems with regard to increasing market share beyond the initial customer base that they acquired in the past. This is mainly because Ufone came in with a bang and achieved a phenomenal growth in market share from 0 to 16% within a very short span of time. But after this initial period, growth of Ufone could not keep its pace. In this research study I have concentrated on the reasons which may contribute to this decline in growth of market share of an industry that shows tremendous potential for increasing the existing customer base and also attracting new customers to the industry.

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**Dean, Faculty of Commerce and Business Administration University of Sindh, Jamshoro.

Mobile Phone Industry a Growth Model for the e-Business Firms in Pakistan

Dr. Madad Ali Shah*
Faiz Muhammad Shaikh**

Abstract

The e-Business firm is a unique human creation that can be described by generic concepts and models, for organization theory development and to be applied in entrepreneurial practice. There seems to have been a realization that e-business may not be the answer to all of a company's problems, but can be a great asset in the struggle to increase efficiencies in daily business dealings, and that the Web is primarily a new way of relating to customers and suppliers. This paper categorizes and discusses the electronic business model currently being used by businesses and discussed in the academic literature, and shows how this business model is being implemented within the Mobile phone telecom industry. In this research, a growth model of Telecom industry is presented and discussed, both in terms of its theoretical foundations and applicability in practice for the e-Business firm. The key research questions are: What are the critical success factors for growth? What significant strategies, business development and organization factors are involved to determine success and failures? The theoretical approach is inter-disciplinary and the main frame of reference comes from Strategic Management, Organization Theory and recent theory and research on International Entrepreneurship. The selected method uses triangulation as a mean for forming and validating the model. The research involves longitudinal case studies of international e-Business firms, comprising deep-interview observations and interpretations, as well as the analysis of secondary data. This Research Paper and inquiry presents a novel growth model for the e-Business firm. This Telecom model argues that there are four generic factors involved in the successful development of e-Business firms. These factors are interrelated and their contingencies are either fit or misfits. The main result from the case studies is that the strategic and structural transformations necessary for sustained growth, is dependent upon how this model fits in Telecom industry have been managed by the e-Business firm. This research on critical success factors and growth has important implications for the emerging field of International Entrepreneurship. It refutes the classical and academic separation of Strategic Management and Organization Theory, for the context of e-Business

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and SME firms. Instead, this research proposes a need for an integrated business and organization perspective upon further theoretical and empirical research in International Entrepreneurship.

Key words: *Growth, success factors, e-Business, entrepreneurship, internationalization.*

Exploring Student's Impressions of Business School Quality

Muhammad Kashif*

Mohammad Ahmed Tauqir**

Abstract

The study was conducted to find out the factors considered as important by the business students of a leading business school located in Lahore, Pakistan. It explored student impressions about business school by considering the socio-demographic variables and factors related to service quality aspect of a university. For this purpose, a sample survey of 350 business students of a leading business school in Lahore was conducted and factors were analyzed using principle of component matrix. Respondents were from the business school's undergraduate and graduate programmes. With 86 percent response rate, a total of 300 usable questionnaires were collected from students where factor(s) include "adequate library" "convenient fee structure" "well equipped computer lab" "orientation for career development" "appealing campus facility" and "relevance of courses to practical field" were rated as highly important. This study focused only on one business school as a limitation while future studies can be expanded to other business schools of the country.

Key words: Supply, Response, Wheat, Growers, Rural Area.

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Relative Competitiveness in Packed Milk Brands in Pakistan

Nazir Ahmed Gopang*
Faiz Muhammad Shaikh**

Abstract

This paper examines the competitiveness of Pakistan's milk production of packed milk. The completed analysis was based on two main data sources. A survey was conducted from January 2007 to January 2009 on various brands of Engro-foods, Haleeb, Dairy Queen, Good Milk and measures its competitiveness in terms of production as well as performance. Results of the data showed that the Pakistan's competitive position for milk production compared to all the brands were very positive when total cash costs were considered. This parameter excludes imputed charges for owned resources. Engro-foods cash costs per unit of production were the lowest compared to Nestle, Haleeb, Dairy queen and Good milk. The analysis confirmed the strong competitive position among all above tetra packs in the short to medium term. Engro-foods is enjoying the highest profit margins among all other tetra milk producers because of lower cost. As the opportunity costs of owned resources (land, unpaid labour and other capital invested) are not included in 'cash cost' calculations, the aforementioned competitive positioning can only be considered to be valid for short and medium term. Hence, total economic costs which include imputed charges for owned resources were considered to examine the longer term outlook for the competitiveness of the sector. Using this measure, the competitive ranking for the Pakistan's dairy sector slipped relative to the different regions. It was found that the main reason for the relatively higher economic costs on Pakistan's dairy farms was due to the very high imputed land costs which apply here. These findings could be considered as a warning signal for the future competitive performance for the average sized Pakistan's dairy farm. It could be concluded that part of the explanation of the deterioration of competitive ranking for the average Pakistan's dairy farm when total economic costs are considered relate to the relatively low scale of primary agricultural activity in Baluchistan province. This result is indicative of the small scale farming that is predominant in the Pakistan's dairy industry relative to competing industries. But, it could be concluded that as Pakistan's dairy farming transforms to larger scale production the milk sectors competitive position will be strengthened and be better able to cope

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with a cost/price squeeze, given current projections for a decline in farm milk prices. In conclusion, the results of this study provide a baseline position against which changes in competitiveness of Pakistan's dairy farming can be measured.

Key words: *Examining, Relative, Competitiveness, Dairy, Engro-foods.*

Global Economic Recession in South Asia and Its Impact on Purchasing Power and Brand Preferences in Pakistan

Munawar Ali Kartio*
Faiz Muhammad Shaikh**

Abstract

The current research explores the impact of Global economic recession and consumers preferences in purchasing different brands in Pakistan. This paper provides a theoretical framework explaining how ads can influence attitude and purchase intentions by activating an identity with one's purchase decision in both gender groups. A gender group identity is an example of a social identity in which one sees oneself as a member of his or her gender group. This paper proposes that these favorable outcomes may be carried over to associated ad and brand judgments. This paper has also aligned social identity theory with the integrated tradition of understanding gender. The results showed that advertising has positive impact in Brand judgment and preferences among the various brands in purchase decision and behaviors consistent with group norms and an in-group bias. The readiness or ease with which a gender group identity becomes salient may depend on how strongly a person identifies with one's gender group. In this paper, we propose that ads that activate identification with one's gender group will have a more favorable impact on future brand and ad judgments than ads that do not activate this identity. A conceptual model is suggested for representing the proposed relationships between advertising and Brand judgment in different brand preferences in purchase decision that activate a gender group identity, gender group identity salience and strength, and ad and brand judgments. We draw from three areas of the literature to support our propositions and conceptual model: advertising effectiveness, Brand judgment, and consumer preferences in the research. It was revealed that advertising has positive impact on Brand judgment in regarding purchase decision in Pakistan.

Key words: Advertising, Brand, Judgment, Consumer, Preferences.

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Factors Analysis of Resistance by Human Resource Towards the Organizational Changes

Muhammad Imran Mushtaque*
Faiz Muhammad Shaikh**

Abstract

This research investigates the factors, which are the major cause of resistance imposed by the manpower towards the adoption of new changes i.e. technological changes, policies changes, structural changes, etc. As a matter of fact, the management is still looking for finding out the ways to transform the human behavior in the favor of the organization but it is quite difficult to examine the rapid changes in behavior occur due to unexpected situations. This research emphasizes on the internal as well as that the external phenomenon. The structural questionnaire designed as an instrument for the collection of data whereas twenty five (25) Pakistani organizations were surveyed by using simple random technique. This paper contains a new paradigm, which will focus on the resistance factors. This paper reports the results of evaluating this conceptual framework. It is exposed that how the human behavior may be contradictory with the organizational changes.

Key words: Human behavior, Organizational changes, external phenomenon.

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FOR INFORMATION

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