

The Macrotheme Review

A multidisciplinary journal of global macro trends

Manager Efficiency and Reliability of International Tourism Marketing Organizations: A Strategic Management Perspective

Ioanna Giannoukou

Department of Business Administration, Technological Educational Institute of Western Greece, Patras, and

Department of Business Administration, University of Patras, Greece

Abstract

The global demand for tourism packages has largely depended on the management strategies employed by tours and travel organizations around the globe to capture the increasing demand for modern and customized services and handle the increasingly capable competition from startups and other international agencies. In order to test the management abilities of the firms at hand, four UK based MNEs companies are selected for an econometric analysis which takes into account management efficiency as observed through the market hypothesis which states that organizations in a free market cannot beat the market. On the other hand, the efficient market hypothesis is also employed to investigate how the market dynamics as well as factors specific to an organization and in favor of their strategic decisions. This study attempts to associate management decisions with share prices taking into the FTSE 350 Travel and Leisure Index which is responsible for the tourism industry. Using expected returns, market beta (market risk), market alpha (internal risk factors), abnormal returns, and cumulative abnormal returns to arrive at a conclusion regarding the applicability of share prices to signify the applicability of the four selected strategies for a tourism organization.

Keywords: Tourism industry, Multinational Enterprise Subsidiaries (MNES), Strategic Development, Strategic Management, International Marketing, Tourism Marketing

1. INTRODUCTION

The global demand for tourism packages has largely depended on the management strategies employed by tours and travel organizations around the globe to capture the increasing demand for modern and customized services and handle the increasingly capable competition from startups and other international agencies. In order to test the management abilities of the firms at hand, four UK based companies are selected for an econometric analysis which takes into account management efficiency as observed through the market hypothesis which states that organizations in a free market cannot beat the market (Muller, Pfarrer, and Little, 2014). On the other hand, the efficient market hypothesis is also employed to investigate how the market dynamics as well as factors specific to an organization and in favour of their strategic decisions (Gandhi, Bulsara, and Patel, 2013).

The selected companies include Thomas Cook Group, TUI Travel, Warner Leisure Hotels, and Restaurant Group and their respective management decisions include Merging MyTravel Group Plc with Thomas Cook AG, Implementation of a 3-years plan on 20 tourism challenges, change of marketing & commercial management manager, and expansion by 247 dining and vacationing units. These management decisions rely on the assumption depicted under the EMH, that organizations with better management will have their share prices reflect information-related decisions. As a result, this study attempts to associate management decisions with share prices taking into the FTSE 350 Travel and Leisure Index which is responsible for the tourism industry. Using expected returns, market beta (market risk), market alpha (internal risk factors), abnormal returns, and cumulative abnormal returns to arrive at a conclusion regarding the applicability of share prices to signify the applicability of the four selected strategies for a tourism organization. CAPM method is applied for finding market beta while CAR T-Test is used to validate the reaction significance of the market to management decisions.

The rest of the study is organized as follows: Next section provides the research questions and the hypothesis that we worked and after that a through literature reviews on the management efficiency. Section 3 presents the theoretical basis of the paper including the Efficient Market Hypothesis and the link between theory and Tourism Management, whilst section 4 focuses on the methodology by presenting the data selection, the data variables, the analysis approach and the limitations of our econometric analysis. Section 5 presents the results of the research, Section 6 provides a further discussion on the Hypothesis testing and section 7 presents the conclusion.

Our research questions are:

1. To what extend do abnormal returns signify management efficiency in tourism organizations in the UK?
2. Do management decisions within UK tourism organizations guarantee shareholder confidence and company value?

For these research questions, we formulate the following hypotheses and will attempt to find statistical evidences to support the hypotheses:

Hypothesis 1. Manager efficiency in tourism organization can be observed through movements in abnormal returns as influenced by the efficient market hypothesis

Hypothesis 2. Share prices reflect the quality of management decisions made to influence organization performance.

2. LITERATURE REVIEW

Management Efficiency

Tourism marketing has become more professional during the last decades. Important improvements have been made mostly at the level of econometric and statistical instruments. Its has been clearly demonstrated for example that extensive and carefully targeted use of advertising can have a major impact on the demand for a destination (Breiter, 2005) or for a tourism package.

Management efficiency is an integral part of the overall corporate strategy to create shareholder value and for the survival of a business as it has direct impact of firm's profitability. All companies are living in an era of ever changing world which is uncertain, complex and unpredictable. Globalization of markets, increase in competition and constant changes in technological advancement has put huge pressure on organizations to continuously develop and be adaptable to face the challenges of a rapidly changing environment. Most organizations are struggling to survive and are concentrating on developing efficiency at all levels of the organization. In such case performance evaluation of the company is very much important. Performance evaluation of a company is usually related to how well a company can use its assets, shareholder equity and liability, revenue and expenses.

According to the Jamali and Asadi (2012), management efficiency is an important component of corporate financial management because it directly affects the profitability of the firms. And also Ehrhardt and Brigham (2007) indicated that in terms of corporate financial perspective management efficiency deal with the effective utilization of assets (both noncurrent and current) for the purpose of profit maximization on the other hand that indicate the efficiency of usage of the entity's assets in producing revenue and profit. Every business is most concerned with its profitability. Profitability is the ability to make profit from all the business activities of an organization, company, firm, or an enterprise. It shows how efficiently the management can make profit by using all the resources available in the market. Profit is ensuring the long term survival of the firm.

Jamali and Asadi (2012) explored the relationship between management efficiency and profitability considering the importance of profitability for the survival of a business and the role of efficient management to achieve this aim. Therefore efficient management can ensure the success and the sustainability of the firm while its inefficient management may lead the firm into a pitfall. The central conclusion of the study was that the profitability and management efficiency are highly correlated to each other.

Yijie and Jing (2005) in their research discussed that meaning of management efficiency and how to measure it which is a subject that isn't resolved scientifically in the world of academia. The authors of

the paper, started with researching quantity of management, thought that management efficiency is the quantity of information communicating finished by a manager in a unit time and on the basis of which put forth a corresponding method of measuring management efficiency with quantitative indicators of management efficiency delimitate.

Management efficiency in the UK can be looked at from the angle of the country's financial markets and microstructure. If the capital markets are competitive sufficiently, then the basic microeconomic structure of the country which portrays that UK's investors cannot be expected to achieve supernormal profits from their investment strategies. Even though today it appears self-evident, it was not noticeable for the majority of that century. There were very few empirical studies or theoretical of the UK securities markets up to the end of the 1950s. The situation remained the same and until Cootner (1964) collated a selection of study papers from a broad base of sources. This literature was dispersed all across the journals in operations research, statistics, economics, and mathematics. Hannah (2011) conducted a literature review with the purpose of examining management efficiency by looking at how firms are attaining the ISO 9001 certification contributed in influencing the stock prices against the benchmark indices. The

survey notes that over that decade, the ISO 9001-certified organizations outperformed the market share prices by more than an impressive 100%. The literature review by Hannah which provided comparison and at the same time providing a vivid picture that the ISO 9001 certification accords companies' substantial benefits regarding the impact on share prices, does not conclusively prove the point of efficient management. The premise by the review could be the case; higher-quality and powerfully managed entities, that would have, otherwise attained comparatively high share prices, are also the same enterprises which had the likelihood of achieving an ISO 9001 certification. Hannah earlier discovered that the stock prices differential of ISO 9001-certified organizations and the non-certified companies grew over time. ISO 9001 certification becomes extra efficient with the times it is embedded, that is, the firms become more efficient with a lag. The differences in the uneven transaction costs and the investor awareness prevent necessary changes in the values to be immediately and comprehensively reflected in the market share prices (Goedhart, Koller, Wessels, 2010). However, if these enterprises are active, the changes in the asset prices will not be able to be reflected in the market algorithms, and at the same time, the excess returns are gained as successes rather than the outcomes of correct market share price predictions. Allen, Brealey, and Myers (2011) define a market as being effective when it is impossible to earn any returns that are higher than the market returns. Additionally, the values of the market shares are the reflection of the fair value of the firms; management efficiency and it is equal to the future cash flows which will be discounted by an alternative cost of equity.

3. THEORETICAL BASIS

Efficient Market Hypothesis

The efficient market hypothesis became one of the most influential concepts of modern economics and a cornerstone of financial economics. It was extended in many directions, and literally thousands of papers were written about it. The Efficient Market Hypothesis is based on the idea of a "random walk theory," which is used to characterize a price series, where all subsequent price changes represent random departures from previous prices. The logic of the random walk idea is that if the flow of information is unimpeded and information is immediately reflected in stock prices, then tomorrow's price change will reflect only tomorrow's news and will be independent of the price changes today. Moreover news is here by unpredictable and thus price changes must be unpredictable and random. As a result, prices fully reflect all new information and even uninformed investors buying a diversified portfolio at a price given by the market will obtain a rate of return as generous as that achieved by the experts. According to Kendall (1953), "stock price fluctuations are independent of each other and have the same probability distribution". Stock prices are commonly perceived as random and unpredictable. Malkiel (1973) advocates that "the market and stocks could be just as random as flipping a coin", whereas Shefrin (2000) states that "stock prices approximately describe random walks through time: the price changes are unpredictable since they occur only in response to genuinely new information, which by the very fact that it is new, is unpredictable".

Efficient markets, according to economists, do not allow investors to earn above-average returns without accepting above-average risks (Malkiel, 2003). In detail, Efficient Market Hypothesis advocates the efficiency of the financial market in terms of the overwhelming information, news, or communication involved. According to Fama(1970), efficient markets are

markets where “there are large numbers of rational profit maximizers actively competing with each trying to predict future market values of individual securities and where important current information is almost freely available to all participants”. In effect, both individual stocks and the aggregate stock market are characterized as efficient when they “fully reflect” available information and can integrate it in current stock prices. Eakins and Mishkin (2012) maintained that an efficient market is a market where the asset prices are a full reflection of all the information that is available. On a broad scale, the importance of an efficient market is founded on two premises:

- a. In an active market, accessible information is already incorporated in the share prices
- b. In an active market, the investors will be unable to earn a risk-weighted excess return.

The capital asset pricing model (CAPM) portrays how financial markets price their securities and afterward establish the expected returns on the capital investments. Therefore, it provides a procedure for quantifying the risks and translating risks into estimates of expected return on the equity. The primary advantage of CAPM is the scientific nature of the cost estimates of investment which it can yield. The model is not a standalone model because it cannot be used solely because it just simplifies the financial markets. However, financial managers can make use of it to supplement their judgment and other techniques while attempting to develop a form of useful and realistic cost of equity assessment (Barberis et al., 2015). CAPM concerns itself with the returns and risks on the financial securities and precisely defines them. The rates of return investors receive from buying common stock and then holding them for a while equals the cash dividends which will be received plus any capital gains during the holding period and then divided by the acquisition price of the securities. A simple equation of the model expresses the positive resultant relationship between return and the risk. The risk-free rate anchors the expected return/risk relationship.

The expected return on a risky security (R_s), can be perceived as the risk-free rate (R_f) while adding the premium for risk:

$$R_s = R_f + \text{risk premium}$$

Furthermore, Beta is the standard CAPM measure of systematic risk. Beta measures the tendency of return of securities to move in parallel with the returns of the stock market wholly. Jalilian (2011) explored the relationship that exists between systematic risks and firm size based on the CAPM model on accepted firms in Tehran stock. The study encompassed 112 Tehran organizations in the stock market. The timeline of the survey was a period of five years. The outcomes of the inquiry disclosed a very significant relationship between the firm size and the systematic risks based on the CAPM model in the accepted organizations in the Tehran stock markets. Additionally, Gorjizadeh (2010) also surveyed the relationship which exists between systematic risks and benefit growth of the approved enterprises in the Tehran stock market. He advanced three hypotheses and picked 114 companies from the accepted organizations in the Tehran equity markets for a timeline of six years from 2001 to the year 2007. He assessed the variables of gross growth, margin, net profit growth, systematic risk and operating benefit growth. The outcomes uncovered that there was a remarkable relationship between the systematic risk and benefit growth increase of the accepted firms in the Tehran stock markets.

Further, Masih et al. (2010) gauged the systematic risks in different timelines, and he then utilized wavelet methodology in the newly established Persian Gulf stock markets. The seven Persian Gulf stock markets were examined from 2007 to late 2008. The outcomes of the survey confirmed that there was a notable difference in the beta average coefficient in the countries member in the GCC. This position was in agreement with the different theoretical expectations of the stock market investors in the different timelines. The variations were as a result of the various business strategies.

Link Between Theory and Tourism Management

Reflexive tourism concept deals with the association between tourists and the tourism destinations they visit or go on vacation. However, these destinations are selected by organizational management from which sustainable development is a responsibility of agents, management bodies, and other supervisory and oversight bodies. Nonetheless, the use of reflexive tourism concept highlights that these bodies in control of the tourism activities must provide packages that customers are contented with. As a result, the study on manager efficiency and reliability is concerned with the decision-making criterion aimed at influencing the operations and performance of an agent/organization in charge of the tourism activities. For the current study, the theoretical framework of reflexive tourism is associated with executive decisions which package and market tourism and tourist destinations. With reference to the market index, the share prices of the companies affected by management decisions should reflect an abnormal return showing that with respect to market forces, manager efficiency is responsible for affecting value to shareholders who benefit from strategic implementations aimed at creating better clients' experience. Through marketable tourism packages either acquired through implementation of strategic plans, change in management, merging with other companies, or expansion in business units; higher demand should reflect improving company value and stabilizing share prices. This study assumes that share prices incurring negative cumulative returns result from plummeting company value or unprecedented market movements and financial events.

4. METHODOLOGY

Data Selection

Following the stock market crash of 2008, many organizations in the UK lost faith in management and accounting systems of reputable companies. Years after the 2008 financial crisis, tourism organizations embarked on strategies aimed at recovering demand for tourism services and products which included a merger between Thomas Cook AG Plc with MyTravel Group Plc in 19 June, 2007. The inclusion of Thomas Cook Group is merited on the merger decision while other three companies are merited as following; (a) Restaurant Group which implemented an expansion plan in 2014 involving 247 new units (b) TUI Travel which drafted and implemented a 3-year plan ending at the end of 2014 to focus on 20 most challenging tourism challenges facing the company and the industry at large, (c) Warner Leisure Hotels which changed the manager for marketing and commercial management in during the start of 2014. Combined, these companies take the same timeframe in the implementation process, thus data has been gathered from share prices of the respective timeframes taking 1 year before

implementation of an executive decision, and one year after the implementation. For all companies besides Thomas Cook Group, data is trimmed to start between 3rd and 7th January 2013 & 2014 and ending 31st 2014 & 2015 - based on daily trading data, this timeframe gives between 490 & 507 observations. The same timeframe (of two years) is employed on the case of Thomas Cook Group whose merger implementation of 2006 aimed at centralizing management to acquire market superiority over capable competitors. The market index data, FTSE 350 Travel & Leisure, considered the daily trading share prices for the 507 observations for Restaurant Group, Warner Leisure Hotels, and TUI Travel.

Data Variables

The data model for analysis dictates the variables for use under this study. Employing the market efficiency hypothesis, the risk model below, shows the variables as following;

$$R_s = f + \text{risk premium}$$

Where in this study, R_s is the resulting share price, R_f is the risk-free rate, and risk premium is the competitive factors either influencing positive or negative returns. With reference to the abnormal returns analysis, the regression equations are as shown under the analysis section

Analysis Approach

The initial step involves the conversion of all company data into the expected returns for the company and for the market index. R_{t1} R_{t2} R_{t3} , and RM_t respectively for Warner Leisure Hotels, Restaurant Group, and TUI Travel. (Note that Thomas Cook Group is not included in this regression due market index limitation explained under limitation section). The applied formula is $(P_1 - P_0) / P_0$ (where P_1 is the current share price and P_0 is the previous day share price). Secondly, a regression of R_t on RM_t to find the intercept (beta) and slope (alpha), where R_t , RM_t , R_{350t} represent the company returns and the RM_t represents the index. Slope and intercept are both used to calculate the expected return, $E(R_t)$, and use $E(R_t)$ to find the AR_t (abnormal return), for each trading following;

$$E(R_t) = \alpha + \beta (RM_t) + \varepsilon_t$$

$$AR_t = R_t - E(R_t)$$

Thirdly and lastly, the standard deviation and t-test for AR_t is acquired to find the Cumulative Abnormal Returns using the following equation;

$$t - stats = \frac{CAR_{t1,t2}}{SD(AR) \times \sqrt{N}}, \text{ where } N \text{ is the number of days}$$

The significance level for the AR and the CAR t-tests is of ± 1.96 at a 5% significance level. Based on this analysis, a t-test > 1.96 or < -1.96 the null hypotheses are rejected that there are no market reactions to management decisions and vice versa.

Limitations

The FTSE 350 Travel & Leisure Index does not return any stock price historical data dating back to the merger implementation period of Thomas Cook AG plc and MyTravel Group Plc of June 2007. As a result, this company is left out of the econometric analysis to make use of companies with decision implementation timeframes ranging from 2013 to 2015 (the merit is availability of share price data).

RESULTS

The results of our research follows:

Table 1: Restaurant Group Plc CAR analysis

Date	(E)r	AR	CAR	t-test CAR
1/2/2014	0.0002169319	-0.0171093838	-0.0171093838	-1.45821
1/3/2014	0.0006996586	0.0139063081	-0.0032030757	1.18521
1/6/2014	0.0010467843	0.0362094981	0.0330064224	3.08608
1/7/2014	0.0002756460	-0.0133369396	0.0196694828	-1.13669
1/8/2014	0.0002349771	-0.0159499586	0.0037195242	-1.35939
12/25/2015	0.0004758159	-0.0004758159	-0.0109272050	-0.04055
12/28/2015	0.0004758159	-0.0004758159	-0.0114030209	-0.04055
12/29/2015	0.0007349922	0.0161765339	0.0047735131	1.37870
12/30/2015	0.0004314873	-0.0033239746	0.0014495385	-0.28330
12/31/2015	0.0003869249	-0.0061871574	-0.0047376189	-0.52732

Restaurant Group Plc from table 1 is observed to have a significant negative CAR based on the values observed at the start of the observation window. Based on the table, the first five trading days of 2014 show that CAR is within the t-test significant level of between 1.96 and -1.96. On the other hand, one year after the implementation of the management decision, it is observed that the t-test validity also lies within the 1.96 and -1.96 significance level. Also, it is observed that the market index incurred positive growth from 2014 towards the end of the observation window. Nonetheless, the company CAR incurred negative growth up until May 2014 then started to improve from August 2014. However, at the end of FY 2014, the company's CAR reached its peak followed by a series of fluctuations which have a decreasing trend from April 2015 and reaching the maximum low at the end of the observation window.

Table 2: TUI Travel Plc CAR Analysis

Date	(E)r	AR	CAR	t-test CAR
1/4/2013	-0.0007480984	-0.0065180536	-0.0065180536	-0.54647
1/7/2013	0.0007820877	-0.0018255698	-0.0083436235	-0.15305
1/8/2013	-0.0073697502	-0.0268240760	-0.0351676995	-2.24890
1/9/2013	-0.0006495397	-0.0062158125	-0.0413835120	-0.52113
1/10/2013	0.0063159436	0.0151446073	-0.0262389047	1.26970
12/9/2014	-0.0038554892	-0.0160472087	-0.1017189783	-1.34538
12/10/2014	-0.0020684186	-0.0105669605	-0.1122859388	-0.88592
12/11/2014	0.0010386852	-0.0010386852	-0.1133246240	-0.08708
12/12/2014	0.0010386852	-0.0010386852	-0.1143633093	-0.08708
12/15/2014	0.0010386852	-0.0010386852	-0.1154019945	-0.08708

TUI Travel from table 2 is observed to incur significant negative CARs taking into account the first five days of the observation window and the last five days. From the t-test, the timeframe before the observation window incurred insignificant CAR at -2.24. On the other hand, the company did not incur insignificant CARs but maintained a negative trend. It seems that there is a consistency of CAR fluctuation of the company from the start date until May 2014. From May 2014, the company incurred negative CARs at a significance level within the study's significance level. Additionally, the company does not achieve any positive CAR returns.

Table 3: Warner Leisure Hotels Plc

Date	(E)r	AR	CAR	t-test CAR
4-Jan-13	0.0117790763	0.0071046837	0.0071046837	0.64758
7-Jan-13	0.0015856249	-0.0007619017	0.0063427820	-0.06945
8-Jan-13	0.0059984051	0.0026435702	0.0089863522	0.24096
9-Jan-13	0.0057263316	0.0024336031	0.0114199553	0.22182
10-Jan-13	-0.0007066433	-0.0025309123	0.0088890430	-0.23069
23-Dec-14	0.0053778836	0.0021646955	-0.2982090037	0.19731
24-Dec-14	0.0046645114	0.0016141653	-0.2965948384	0.14713
29-Dec-14	-0.0140497052	-0.0128281446	-0.3094229830	-1.16927
30-Dec-14	-0.0031942282	-0.0044506546	-0.3138736377	-0.40567
31-Dec-14	-0.0001416726	-0.0020949079	-0.3159685456	-0.19095

Warner Leisure from table 3 is the only company to incur positive CARs only during the start of the observation window. With more positive significance of the market risk, the company's CAR started to plummet from June 2013 reaching a maximum low of 30% toward December 2014. The result indicates that the company's decision aimed at driving performance instead led to negative CARs.

5. DISCUSSION

This study examined to what extent do abnormal returns signify management efficiency in tourism organizations in the UK and whether management decisions within UK tourism organizations guarantee shareholder confidence and company value. The study covered our UK based MNEs companies that were selected for an econometric analysis. The major findings of the study are summarized below:

Research Question 1: To what extent do abnormal returns signify management efficiency in tourism organizations in the UK?

Hypothesis 1: Manager efficiency in tourism organization can be observed through movements in abnormal returns as influenced by the efficient market hypothesis

According to the results obtained through the application of the CAR analysis, it is observed that the companies observed have a better performance a year before management decision was made. For instance, the increase implementation of a 3-year plan did not guarantee TUI Travel Plc a better performance in shares and returns from these shares. Additionally, Restaurant group plc also failed to showcase consistency in share returns indicating that the decision to expand the organization by 247 units did not signify manager efficiency. Warner Leisure Plc on the other hand, changed its marketing and commercial management manager Mr. Matt Finch expecting to turn the company around but the results do not show positive input from this change. Based on the EMH, information available in the market is largely incorporated in share prices but the direction of the returns indicates that the company's management did not achieve competitive advantage to increase share prices.

Research Question 2: Do management decisions within UK tourism organizations guarantee shareholder confidence and company value?

Hypothesis 2: Share prices reflect the quality of management decisions made to influence organization performance.

This study results shows that management decisions are significant in influencing share prices depending on the implementation of decision in line with investor expectations. However, while Cumulative Abnormal Returns are concerned, it is observed that these decisions do not guarantee investor confidence since evidence points out to negative CARs one year after management decisions were made unlike a year before the decisions. As a result, other predictive measures are required in measuring investor confidence as management decisions are internal which support the management discretion theory which state that management will treat information in accordance to its intrinsic value to the organization and the manager's market power. While taking into account share prices, management decisions are observed to have a significant negative impact on the organizations' returns.

6. CONCLUSION

Executive decisions in tourism management are observed to have a significant negative impact on the share prices of the organizations. On the other hand, using the CAR analysis approach, it is observed that management decisions are significantly affected by market dynamics. However, based on the study's focus, management efficiency and reliability is observed to be negative in the tourism industry as market factors tend to influence significant negative cumulative returns. As a recommendation for further study, specific financial events such as merger and acquisition announcements within the tourism industry should be tested for abnormal returns to measure the credibility of such management decisions and the market's effect on share returns.

REFERENCES

- Akbari, P., Rostami, R. and Veismoradi, A., 2012. A study of the effects of company size on systematic risk based on the capital asset pricing model among accepted companies in Tehran Stock Market. *Journal of Management Science Letters*, 2, p.1455.
- Barberis, N., Greenwood, R., Jin, L. and Shleifer, A., 2015. X-CAPM: An extrapolative capital asset pricing model. *Journal of Financial Economics*, 115(1), pp.1-24.
- Brealey, R.A. and Myers, S.C., F. Allen (2011), *Principles of Corporate Finance*. (Complete reference to be added).
- Breiter, M. 2005. *Okonometrische Zugänge zur touristischen Nachfrage der Schweiz im Disaggregierten*, Lausanne
- Cootner, P. H. 1964. *The random character of stock market prices*.
- Divleli, M.S. and Ergun, E., 2015. Manager Effectiveness and Efficiency: The Effect of Skills on Different Level Management. *International Journal of Management & Human Resources*, 3(1).
- Eakins, S.G. and Mishkin, F.S., 2012. *Financial Markets and Institutions*. Massachusetts: Pearson Education.
- Ehrhardt, Michael C. & Eugene F. Brigham. 2007. *Corporate Finance. Chennai (Indiya): Chennai micro print Pvt. Ltd.*
- Fama, E., 1970. Efficient capital markets: A review of theory and empirical work, *The Journal of Finance*
- Gandhi, S., Bulsara, H. and Patel, P., 2013. Conceptual Study on Efficient Market Hypothesis for World Markets: Finding Opportunities for Indian Stock Markets. *Management*, p.67.
- Gorjizadeh, D., 2010. *Study Relation of Systematic Risk and The Income Growth for Accepted Companies in Tehran Stock Exchange*.
- Hannah, N. 2011. ISO 9001 and the Bottom Line. *The International Register of Certificated Auditors (IRCA)*, Pridobljeno z <http://www.irca.org/engb/resources/INform/archive/issue29/Features/ISO-9001-and-bottom-line/12>, 7, p.2012.
- Haynes, K.T., Campbell, J.T. and Hitt, M.A., 2014. When more is not enough executive greed and its influence on shareholder wealth. *Journal of Management*, p.0149206314535444.
- Jamali, A.H. & Asadisadi. 2012. Management Efficiency and Profitability in Indian Automobile industry. *Indian Journal of Science and Technology*, Vol. 5, No. 5.
- Kendall, M. and Branford H., 1953. The Analysis of Economic Time Series 15. Lucas, R., 1978. Asset prices in an exchange economy, *Econometrica*, Vol. 46, p.p. 1429–46.
- Koller, T., Goedhart, M. and Wessels, D., 2010. *Valuation: measuring and managing the value of companies* (Vol. 499). John Wiley and sons.
- Lewis, K. and Ghironi, F., 2014. Equity Sales and Manager Efficiency Across Firms and the Business Cycle. In *2014 Meeting Papers* (No. 1079). Society for Economic Dynamics.

- Malkiel, B. 1973. *A Random Walk Down Wall Street: The Time-tested Strategy for Successful Investing*. W.W. Norton & Company. New York.
- Malkiel, B. 2003. The Efficient Market Hypothesis and Its Critics, *Journal of Economic Perspectives*, Vol.17, No 1, pp. 59–82.
- Masih, M., Alzahrani, M. and Al-Titi, O., 2010. Systematic risk and time scales: new evidence from an application of wavelet approach to the emerging Gulf stock markets. *International Review of Financial Analysis*, 19(1), pp.10-18.
- Mkono, M., 2016. The reflexive tourist. *Annals of Tourism Research*, 57, pp.206-219.
- Muller, A.R., Pfarrer, M.D. and Little, L.M., 2014. A theory of collective empathy in corporate philanthropy decisions. *Academy of Management Review*, 39(1), pp.1-21.
- Nelson, M.W. and Rupar, K.K., 2014. Numerical Formats within Risk Disclosures and the Moderating Effect of Investors' Concerns about Management Discretion. *The Accounting Review*, 90(3), pp.1149-1168.
- Shefrin, H. 2000. *Beyond greed and fear. Understanding behavioral finance and the psychology of investing*
- Stout, L.A., 2012. *The shareholder value myth: How putting shareholders first harms investors, corporations, and the public*. Berrett-Koehler Publishers.
- Wilson, E., 2015. Practice what you teach: teaching sustainable tourism through a critically reflexive approach. In *Education for Sustainability in Tourism* (pp. 201-211). Springer Berlin Heidelberg.
- Yalcin, K.C., 2016. Market rationality: Efficient market hypothesis versus market anomalies. *European Journal of Economic and Political Studies*, 3(2), pp.23-38.
- Yijie, X. & Ren Jing. 2005. Management Efficiency and its measuring methods. *Canadian Social Science*, Vol.1, No.3.