

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

I
J
R
C
M



A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at:

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., EBSCO Publishing, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A., Google Scholar,

Indian Citation Index (ICI), J-Gate, India (link of the same is duly available at Infotribnet of University Grants Commission (U.G.C.)).

Index Copernicus Publishers Panel, Poland with IC Value of 5.09 (2012) & number of libraries all around the world.

Circulated all over the world & Google has verified that scholars of more than 5896 Cities in 193 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

<http://ijrcm.org.in/>

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	FACTORS THAT AFFECT THE PERCEPTION OF LUXURY BRANDS AFTER M&A <i>HSIANG-MING LEE, YA-HUI HSU, TSAI CHEN & YU-CHI WU</i>	1
2.	IMPACT OF CAPITAL BUDGETING TECHNIQUES ON HERO HONDA COMPANY - AN EMPIRICAL STUDY <i>POONAM & Dr. HARPREET KAUR</i>	12
3.	IMPACT OF AUDIENCE SPECIFIC FACTORS ON PRODUCT PLACEMENT: A LITERATURE SURVEY <i>SOMIYA SAXENA & Dr. GITHA HEGGDE</i>	16
4.	DEMONETIZATION AND ITS IMPACT ON INDIAN ECONOMY <i>SUMAIYA FATHIMA</i>	20
5.	GOODS AND SERVICES TAX (GST) AND ITS IMPACT ON INDIAN ECONOMY <i>K. KHASIMPEERA & Dr. M. SUGUNATHA REDDY</i>	23
6.	GROWTH AND PERFORMANCE OF DISTRICT CO OPERATIVE BANKS IN INDIA <i>SHABNA MOL TP & Dr. KP VINOD KUMAR</i>	26
7.	PURCHASING SOCIAL RESPONSIBILITY: A COMPARATIVE STUDY ACROSS THE TAIWAN STRAIT <i>YI-HUI HO</i>	31
8.	PERFORMANCE EVALUATION OF SELECT PHARMACEUTICAL COMPANIES <i>MALOTH RAGHU RAM</i>	35
9.	DETERMINANTS OF FAMILY BUSINESSES' PERFORMANCE IN CAMEROON <i>ODO GABRIEL EMMANUEL</i>	40
10.	EMPOWERING EMPLOYMENT THROUGH ENTREPRENEURSHIP: A CONTEMPORARY APPROACH <i>SANGRAM PADHY</i>	49
	REQUEST FOR FEEDBACK & DISCLAIMER	52

CHIEF PATRON**Prof. (Dr.) K. K. AGGARWAL**

Chairman, Malaviya National Institute of Technology, Jaipur
(An institute of National Importance & fully funded by Ministry of Human Resource Development, Government of India)
 Chancellor, K. R. Mangalam University, Gurgaon
 Chancellor, Lingaya's University, Faridabad
 Founder Vice-Chancellor (1998-2008), Guru Gobind Singh Indraprastha University, Delhi
 Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

FOUNDER PATRON**Late Sh. RAM BHAJAN AGGARWAL**

Former State Minister for Home & Tourism, Government of Haryana
 Former Vice-President, Dadri Education Society, Charkhi Dadri
 Former President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

FORMER CO-ORDINATOR**Dr. S. GARG**

Faculty, Shree Ram Institute of Business & Management, Urjani

ADVISOR**Prof. S. L. MAHANDRU**

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR**Dr. A SAJEEVAN RAO**

Professor & Director, Accurate Institute of Advanced Management, Greater Noida

CO-EDITOR**Dr. BHAVET**

Faculty, Shree Ram Institute of Engineering & Technology, Urjani

EDITORIAL ADVISORY BOARD**Dr. CHRISTIAN EHIOBUCHÉ**

Professor of Global Business/Management, Larry L Luig School of Business, Berkeley College, USA

Dr. JOSÉ G. VARGAS-HERNÁNDEZ

Research Professor, University Center for Economic & Managerial Sciences, University of Guadalajara, Guadalajara, Mexico

Dr. M. N. SHARMA

Chairman, M.B.A., Haryana College of Technology & Management, Kaithal

Dr. TEGUH WIDODO

Dean, Faculty of Applied Science, Telkom University, Bandung Technoplex, Jl. Telekomunikasi, Indonesia

Dr. M. S. SENAM RAJU

Professor, School of Management Studies, I.G.N.O.U., New Delhi

Dr. KAUP MOHAMED

Dean & Managing Director, London American City College/ICBEST, United Arab Emirates

Dr. D. S. CHAUBEY

Professor & Dean (Research & Studies), Uttaranchal University, Dehradun

Dr. ANIL K. SAINI

Professor, Guru Gobind Singh Indraprastha University, Delhi

Dr. ARAMIDE OLUFEMI KUNLE

Dean, Department of General Studies, The Polytechnic, Ibadan, Nigeria

Dr. SYED TABASSUM SULTANA

Principal, Matrusri Institute of Post Graduate Studies, Hyderabad

Dr. MIKE AMUHAYA IRAVO

Principal, Jomo Kenyatta University of Agriculture & Tech., Westlands Campus, Nairobi-Kenya

Dr. NEPOMUCENO TIU

Chief Librarian & Professor, Lyceum of the Philippines University, Laguna, Philippines

Dr. BOYINA RUPINI

Director, School of ITS, Indira Gandhi National Open University, New Delhi

Dr. ANA ŠTAMBUK

Head of Department of Statistics, Faculty of Economics, University of Rijeka, Rijeka, Croatia

Dr. FERIT ÖLÇER

Professor & Head of Division of Management & Organization, Department of Business Administration, Faculty of Economics & Business Administration Sciences, Mustafa Kemal University, Turkey

Dr. SANJIV MITTAL

Professor & Dean, University School of Management Studies, GGS Indraprastha University, Delhi

Dr. SHIB SHANKAR ROY

Professor, Department of Marketing, University of Rajshahi, Rajshahi, Bangladesh

Dr. NAWAB ALI KHAN

Professor & Dean, Faculty of Commerce, Aligarh Muslim University, Aligarh, U.P.

Dr. SRINIVAS MADISHETTI

Professor, School of Business, Mzumbe University, Tanzania

Dr. ABHAY BANSAL

Head, Department of Information Technology, Amity School of Engg. & Tech., Amity University, Noida

Dr. KEVIN LOW LOCK TENG

Associate Professor, Deputy Dean, Universiti Tunku Abdul Rahman, Kampar, Perak, Malaysia

Dr. OKAN VELİ ŞAFAKLI

Professor & Dean, European University of Lefke, Lefke, Cyprus

Dr. V. SELVAM

Associate Professor, SSL, VIT University, Vellore

Dr. BORIS MILOVIC

Associate Professor, Faculty of Sport, Union Nikola Tesla University, Belgrade, Serbia

Dr. N. SUNDARAM

Associate Professor, VIT University, Vellore

Dr. IQBAL THONSE HAWALDAR

Associate Professor, College of Business Administration, Kingdom University, Bahrain

Dr. MOHENDER KUMAR GUPTA

Associate Professor, Government College, Hodal

Dr. ALEXANDER MOSESOV

Associate Professor, Kazakh-British Technical University (KBTU), Almaty, Kazakhstan

RODRECK CHIRAU

Associate Professor, Botho University, Francistown, Botswana

Dr. PARDEEP AHLAWAT

Associate Professor, Institute of Management Studies & Research, Maharshi Dayanand University, Rohtak

Dr. DEEPANJANA VARSHNEY

Associate Professor, Department of Business Administration, King Abdulaziz University, Saudi Arabia

Dr. BIEMBA MALITI

Associate Professor, School of Business, The Copperbelt University, Main Campus, Zambia

Dr. KIARASH JAHANPOUR

Research Adviser, Farabi Institute of Higher Education, Mehrshahr, Karaj, Alborz Province, Iran

Dr. SAMBHAVNA

Faculty, I.I.T.M., Delhi

YU-BING WANG

Faculty, department of Marketing, Feng Chia University, Taichung, Taiwan

Dr. MELAKE TEWOLDE TECLEGHIORGIS

Faculty, College of Business & Economics, Department of Economics, Asmara, Eritrea

Dr. SHIVAKUMAR DEENE

Faculty, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

Dr. THAMPOE MANAGALESWARAN

Faculty, Vavuniya Campus, University of Jaffna, Sri Lanka

Dr. JASVEEN KAUR

Head of the Department/Chairperson, University Business School, Guru Nanak Dev University, Amritsar

SURAJ GAUDEL

BBA Program Coordinator, LA GRANDEE International College, Simalchaur - 8, Pokhara, Nepal

Dr. RAJESH MODI

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

FORMER TECHNICAL ADVISOR

AMITA

FINANCIAL ADVISORS**DICKEN GOYAL**

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS**JITENDER S. CHAHAL**

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT

SURENDER KUMAR POONIA

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to the recent developments & practices in the areas of Computer Science & Applications; Commerce; Business; Finance; Marketing; Human Resource Management; General Management; Banking; Economics; Tourism Administration & Management; Education; Law; Library & Information Science; Defence & Strategic Studies; Electronic Science; Corporate Governance; Industrial Relations; and emerging paradigms in allied subjects like Accounting; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Rural Economics; Co-operation; Demography; Development Planning; Development Studies; Applied Economics; Development Economics; Business Economics; Monetary Policy; Public Policy Economics; Real Estate; Regional Economics; Political Science; Continuing Education; Labour Welfare; Philosophy; Psychology; Sociology; Tax Accounting; Advertising & Promotion Management; Management Information Systems (MIS); Business Law; Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labour Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; International Relations; Human Rights & Duties; Public Administration; Population Studies; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism & Hospitality; Transportation Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design and emerging paradigms in allied subjects.

Anybody can submit the **soft copy** of unpublished novel; original; empirical and high quality **research work/manuscript** **anytime** in **M.S. Word format** after preparing the same as per our **GUIDELINES FOR SUBMISSION**; at our email address i.e. infoijrcm@gmail.com or online by clicking the link **online submission** as given on our website (**FOR ONLINE SUBMISSION, CLICK HERE**).

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: _____

THE EDITOR

IJRCM

Subject: **SUBMISSION OF MANUSCRIPT IN THE AREA OF** _____.

(e.g. Finance/Mkt./HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)

DEAR SIR/MADAM

Please find my submission of manuscript titled ' _____ ' for likely publication in one of your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published anywhere in any language fully or partly, nor it is under review for publication elsewhere.

I affirm that all the co-authors of this manuscript have seen the submitted version of the manuscript and have agreed to inclusion of their names as co-authors.

Also, if my/our manuscript is accepted, I agree to comply with the formalities as given on the website of the journal. The Journal has discretion to publish our contribution in any of its journals.

NAME OF CORRESPONDING AUTHOR

Designation/Post*

Institution/College/University with full address & Pin Code

Residential address with Pin Code

Mobile Number (s) with country ISD code

Is WhatsApp or Viber active on your above noted Mobile Number (Yes/No)

Landline Number (s) with country ISD code

E-mail Address

Alternate E-mail Address

Nationality

* i.e. Alumnus (Male Alumni), Alumna (Female Alumni), Student, Research Scholar (M. Phil), Research Scholar (Ph. D.), JRF, Research Assistant, Assistant Lecturer, Lecturer, Senior Lecturer, Junior Assistant Professor, Assistant Professor, Senior Assistant Professor, Co-ordinator, Reader, Associate Professor, Professor, Head, Vice-Principal, Dy. Director, Principal, Director, Dean, President, Vice Chancellor, Industry Designation etc. **The qualification of author is not acceptable for the purpose.**

NOTES:

- a) The whole manuscript has to be in **ONE MS WORD FILE** only, which will start from the covering letter, inside the manuscript. **pdf. version is liable to be rejected without any consideration.**
 - b) The sender is required to mention the following in the **SUBJECT COLUMN of the mail:**
New Manuscript for Review in the area of (e.g. Finance/Marketing/HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)
 - c) There is no need to give any text in the body of the mail, except the cases where the author wishes to give any **specific message** w.r.t. to the manuscript.
 - d) The total size of the file containing the manuscript is expected to be below **1000 KB**.
 - e) Only the **Abstract will not be considered for review** and the author is required to submit the **complete manuscript** in the first instance.
 - f) **The journal gives acknowledgement w.r.t. the receipt of every email within twenty-four hours** and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of the manuscript, within two days of its submission, the corresponding author is required to demand for the same by sending a separate mail to the journal.
 - g) The author (s) name or details should not appear anywhere on the body of the manuscript, except on the covering letter and the cover page of the manuscript, in the manner as mentioned in the guidelines.
2. **MANUSCRIPT TITLE:** The title of the paper should be typed in **bold letters, centered and fully capitalised**.
 3. **AUTHOR NAME (S) & AFFILIATIONS:** Author (s) **name, designation, affiliation (s), address, mobile/landline number (s), and email/alternate email address** should be given underneath the title.
 4. **ACKNOWLEDGMENTS:** Acknowledgements can be given to reviewers, guides, funding institutions, etc., if any.
 5. **ABSTRACT:** Abstract should be in **fully Italic printing**, ranging between **150 to 300 words**. The abstract must be informative and elucidating the background, aims, methods, results & conclusion in a **SINGLE PARA**. **Abbreviations must be mentioned in full**.
 6. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of **five**. These should be arranged in alphabetic order separated by commas and full stop at the end. All words of the keywords, including the first one should be in small letters, except special words e.g. name of the Countries, abbreviations etc.
 7. **JEL CODE:** Provide the appropriate Journal of Economic Literature Classification System code (s). JEL codes are available at www.aea-web.org/econlit/jelCodes.php. However, mentioning of JEL Code is not mandatory.
 8. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER**. **It should be free from any errors i.e. grammatical, spelling or punctuation. It must be thoroughly edited at your end.**
 9. **HEADINGS:** All the headings must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
 10. **SUB-HEADINGS:** All the sub-headings must be bold-faced, aligned left and fully capitalised.
 11. **MAIN TEXT:**

THE MAIN TEXT SHOULD FOLLOW THE FOLLOWING SEQUENCE:**INTRODUCTION****REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESIS (ES)****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****LIMITATIONS****SCOPE FOR FURTHER RESEARCH****REFERENCES****APPENDIX/ANNEXURE****The manuscript should preferably be in 2000 to 5000 WORDS, But the limits can vary depending on the nature of the manuscript.**

12. **FIGURES & TABLES:** These should be simple, crystal **CLEAR, centered, separately numbered** & self-explained, and the **titles must be above the table/figure. Sources of data should be mentioned below the table/figure. It should be ensured that the tables/figures are referred to from the main text.**
13. **EQUATIONS/FORMULAE:** These should be consecutively numbered in parenthesis, left aligned with equation/formulae number placed at the right. The equation editor provided with standard versions of Microsoft Word may be utilised. If any other equation editor is utilised, author must confirm that these equations may be viewed and edited in versions of Microsoft Office that does not have the editor.
14. **ACRONYMS:** These should not be used in the abstract. The use of acronyms is elsewhere is acceptable. Acronyms should be defined on its first use in each section e.g. Reserve Bank of India (RBI). Acronyms should be redefined on first use in subsequent sections.
15. **REFERENCES:** The list of all references should be alphabetically arranged. **The author (s) should mention only the actually utilised references in the preparation of manuscript** and they may follow Harvard Style of Referencing. **Also check to ensure that everything that you are including in the reference section is duly cited in the paper.** The author (s) are supposed to follow the references as per the following:
 - All works cited in the text (including sources for tables and figures) should be listed alphabetically.
 - Use (ed.) for one editor, and (ed.s) for multiple editors.
 - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc., in chronologically ascending order.
 - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
 - The title of books and journals should be in italic printing. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
 - For titles in a language other than English, provide an English translation in parenthesis.
 - **Headers, footers, endnotes and footnotes should not be used in the document.** However, **you can mention short notes to elucidate some specific point**, which may be placed in number orders before the references.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:

BOOKS

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–23

UNPUBLISHED DISSERTATIONS

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

PURCHASING SOCIAL RESPONSIBILITY: A COMPARATIVE STUDY ACROSS THE TAIWAN STRAIT**YI-HUI HO****ASSOCIATE PROFESSOR****DEPARTMENT OF INTERNATIONAL BUSINESS****CHANG JUNG CHRISTIAN UNIVERSITY****TAINAN****ABSTRACT**

Purchasing social responsibility denotes the purchasing activities that meet the ethical and discretionary responsibilities expected by society. Social responsibility in purchasing affects purchasing decisions, business reputations and consumer evaluations. Although an amount of empirical studies have examined ethical issues on purchasing practices, there is still lack of research focusing on purchasing social responsibility. The main purpose of this study is to take purchasing professionals in Taiwan and China as research subjects to investigate the difference in purchasing professionals' attitudes to purchasing social responsibility between these two areas. Data were collected through a questionnaire survey of purchasing professionals across a broad spectrum of industries in Taiwan and China. Research findings reveal that the difference in purchasing social responsibility attitude between Taiwanese and Chinese purchasing professionals is significant.

KEYWORDS

Taiwan, China, purchasing social responsibility, purchasing professionals.

JEL CODE

M14

1. INTRODUCTION

Purchasing ethics and social responsibility are important issues for purchasing professionals. Although an amount of empirical studies have examined ethical issues on purchasing practices, there is still lack of research focusing on analyzing purchasing professionals' attitudes toward purchasing social responsibility. Studies about the nature of buyer-supplier relationships reveal that purchasing professionals play a key role in keeping long-term relationships with suppliers and achieving the company's strategic objectives (Razzaque & Hwee, 2002; Turner, Taylor & Hartley, 1995).

As people's attitudes are related to their action, individuals' attitudes to purchasing social responsibility play an essential role in how his/her socially responsible values and actions are shaped. Purchasing professionals, the key role to perform socially responsible purchasing, extend the boundary between internal functions within the organization and external suppliers by coordinating the flow of goods and services in business (Carter & Jennings, 2004; Landeros & Plank, 1996). They have to establish and maintain a database of suppliers, find or select qualified and available suppliers to provide materials required, negotiate purchasing contracts with suppliers, and even act as the interface between the company and its suppliers. Recognizing purchasing professionals' attitudes to purchasing social responsibility is necessary for those who want to construct an international buyer-supplier relationship in global business contexts.

Owing to the increasing importance of Asia to the global economy, the need of understanding Asian purchasing professionals' ethical behaviors is self-evident. In particular, both Taiwan and China stand at an important position in the current global economic system, and are also major manufacturers and consumers for industrial products. Being one of the world's fast-growing economies, China has no doubt attracted many multinational companies access to this vast emerging market. On the other hand, Taiwan is an industrialized economy with world-leading indigenous electronic, information and communication technology companies. With the economic growth of China, the business environment in Taiwan has undergone enormous changes. Taiwanese companies, who share the same culture and language with the people of the Mainland, have been enthusiastic about investing in China. As a result, Taiwan has a close economic relationship with China. Although China and Taiwan are both influenced by the Chinese culture, these two societies were separated and developed independently since 1949. They consequently exhibit different paths of political and economic development. Taiwan's society is considered democratic and capitalistic; whereas China's society is considered more centralist and socialistic. Different political and economic conditions are potential factors which lead to differences in the values and behaviors of people between China and Taiwan. Some evidence reveals that businesspeople or business students in Taiwan behave to a certain extent differently from those in China (Chang & Ding, 1995; Wu, 2003). However, most studies on purchasing ethics or the purchasing social responsibility have been conducted in the non-Chinese society, only a few studies focused on the Chinese cultural context. To be successful in today's international business markets, especially the markets in the Great China Area, understanding purchasing professionals' attitudes to purchasing social responsibility in Taiwan and China is beneficial and necessary. To fill the research gap, it is worthwhile to examine the difference in attitudes of purchasing social responsibility between purchasing professionals in Taiwan and China. Therefore, the main purpose of this study is to take purchasing professionals in Taiwan and China as research subjects to investigate the difference in purchasing professionals' attitudes to purchasing social responsibility between these two areas.

2. LITERATURE REVIEW**2.1 PURCHASING SOCIAL RESPONSIBILITIES**

A number of studies have discussed and examined the positive effects of social responsibility in business purchasing. For instance, Carter (2005) suggests that activities of purchasing social responsibility will lead to financial performance such as cost reduction. Also, purchasing social responsibility may have significant impact on supplier performance by working with suppliers to change processes, product designs, and packaging (Carter, 2005). In addition, by developing and working with minority suppliers, purchasing companies may improve their overall performance (Krause, 1999). The elements of purchasing social responsibility contribute to the business goodwill and reputation, which serve as significant sustainable competitive advantages (Carter & Jennings, 2004). Social responsibility in purchasing has the characteristics of corporate social responsibility (CSR) that denotes the involvement the purchasing function in corporate social responsibility (Carter & Jennings, 2004). Purchasing Social Responsibility (PSR) can be defined as "purchasing activities that meet the ethical and discretionary responsibilities expected by society" (Salam, 2009, pp. 357-358) or purchasing activities that meet social and ecological responsibilities expected by society (Blome & Paulraj, 2013; Carter & Jennings, 2004).

Corporate social responsibility, which has diverse notions, has been frequently discussed in numbers of studies. For instance, Aguinis (2011) defines corporate social responsibility which has also adopted by others (Aguinis & Glavas, 2012; Rupp, 2011; Rupp, William, & Aguilera, 2010) that the corporate social responsibility is the "context-specific organizational actions and policies that take into account stakeholders' expectations and the triple bottom line of economic, social and environmental performance" (Aguinis, 2011, pp.855). Carroll (1991) proposes four hierarchies of corporate social responsibility from social expectations: economic responsibility, legal responsibility, ethical responsibility, and discretionary/ philanthropy responsibility. In addition, social responsibility in business consists of specific sets of corporate activities that includes the environment (Fryxell & Dooley, 1997), safety (Wokutch, 1992), human rights (Jennings & Enine, 1999), donations (Wokutch, 1998), community considerations (Mallot, 1998), and the advancement of workplace diversities in gender, racial and religion (Clair et al., 1997). These corporate responsible activities and concerns are also aligned to the corporate responsibility in purchasing.

Studies on corporate social responsibility in purchasing have gained much attention; however, very few studies explore the dimensions and drivers of social responsibility in purchasing. Taking U.S. purchasing managers as research subjects, Carter and Jennings (2004) propose the dimensions of purchasing social re-

sponsibility including the environment, diversity, human rights, philanthropy, and safety. Their study found people-oriented organizational culture, top management leadership, employee initiatives, and customer pressures significantly influence purchasing social responsibility, and therefore suggest purchasing managers may influence purchasing corporate responsibility by hiring and selecting employees with corresponding individual systems to manage initiatives in purchasing social responsibility.

Salam (2009) replicates Carter and Jennings' (2004) study in Thailand. His findings indicate that top management leadership, customer pressure, employee initiatives, government regulations, individual values, and the people-oriented organizational culture all significantly influence purchasing corporate responsibility. In particular, individual values and the people-oriented organizational culture are the most dominant predictors of purchasing social responsibility. A people-oriented organizational culture aims to guide regular working relationships and influences how employees behave within the organization. Also, the finding suggests that employees' values are vital because the individual actions are rooted in a commitment based on a complex process of moral judgment. Purchasing professionals should identify individuals whose value systems are personally aligned with the socially responsible purchasing activities of the organization.

Moreover, building upon the studies on purchasing corporate responsibility by Carter and Jennings (2004) and Salam (2009), Blome and Paulraj (2013) incorporate the environmental, human rights, and safety dimensions to examine the effect of ethical climate on purchasing social responsibility in Germany. Their study found that community-focus climate, ethical norms from top management, and code of conduct implementation significantly affect purchasing social responsibility through ethical climate.

Previous studies regarding the factors that affect purchasing social responsibility focus more on people-oriented organizational culture, top management leadership, purchasing professionals' individual values, employee initiatives, government regulation, and external customer pressures (e.g., Carter & Jennings, 2004; Salam, 2009), code of conduct implementation, top management ethical norms, and employee-focused or community-focused ethical climates (e.g., Blome & Paulraj, 2013).

2.2 DIFFERENCES IN ATTITUDES TO SOCIAL RESPONSIBILITY BETWEEN TAIWAN AND CHINA

Both Taiwan and China are influenced by the Chinese culture; however, these two societies have been separated and developing independently over 60 years. Taiwan has developed to some extent following the Western free-market model while retaining traditional Chinese culture. Taiwan is regarded as a capitalistic and democratic society; whereas China is considered a socialistic and centralist society. Under different political and economic systems, people in Taiwan and China are likely to have some differences in behaviors and cultural values. For example, people in Taiwan and China sometimes use the same expression with different connotations even though they use the same language, or use different words and phrases to describe the same thing.

Taiwan and China scored more or less differently on each of Hofstede's cultural dimension (Hofstede & Hofstede, 2005). As Taiwan is a democratic society and China is a centralist society, power distance would to a certain extent give us a clue to explain the difference in ethical perceptions between these two areas. Based on Hofstede's survey (Hofstede & Hofstede, 2005), China scored higher on power distance than Taiwan (Taiwan scored 58 and China scored 80 on the power distance index). Power distance is the degree to which people in a society accept inequality in power and still consider it normal. Power distance might relate to the likelihood of subordinates to perform ethical/unethical actions in response to superiors' pressure and the code of conduct of the group (Hofstede & Hofstede, 2005).

Only a few studies have provided empirical evidence revealing that businesspeople and business students in Taiwan exhibit to a certain extent differently in ethical perceptions from those in China. Using samples of purchasing professionals in Taiwan and China, Chang and Ding (1995) found that significant differences existed between Taiwanese and Chinese respondents in the integration and Confucian work dynamism dimensions measured by the Chinese Value Survey. As compared with their Chinese counterparts, purchasing professionals in Taiwan would be more likely to cooperate with their colleagues, not insist on their own opinions during decision making, and consider the firm before personal advantage when making buying decisions (Chang & Ding, 1995). Wu (2003) found that business students in these two societies showed differences in ethical decision making for selected scenarios. Chinese business students displayed different levels of moral development from their Taiwanese counterparts. Lin and Ho (2009) used the DIT to compare the development of ethical judgment of purchasing professionals in Taiwan and China, and found that Chinese purchasing professionals focused more on the conventional level and less on the post-conventional level than Taiwanese respondents. Regarding negotiation ethics, only a few studies investigated perceptions of unethical negotiation tactics of Chinese managers (Al-Khatib et al., 2007; Rivers, 2009). There is still lack of research on comparing the differences in perceptions of unethical negotiation tactics of purchasing professionals in Taiwan and China.

When dealing with an ethical dilemma, individuals with higher power distance would be more likely to comply with the wishes of workplace superiors and to follow the rules or laws established by the group. Therefore, Chinese purchasing professionals will be more likely than their Taiwanese counterparts to comply with the wishes of workplace superiors and to follow the rules or laws established by the group while facing ethical dilemmas. Comparing to their Chinese counterparts, Taiwanese purchasing professionals will be more likely to question and oppose norms and laws which seem to violate universal principles such as respect for life and distributive justice (Lin & Ho, 2009). As a result, it is reasonable to expect that there is difference in attitudes to purchasing social responsibility between purchasing professionals in Taiwan and China. Therefore, this study proposes the research hypothesis that *there are significance differences in attitudes to purchasing social responsibility between Taiwanese and Chinese purchasing professionals*.

3. METHODOLOGY

3.1 MEASUREMENT

The study used the Purchasing Social Responsibility Scale (PSR Scale) developed by Carter and Jennings (2002; 2004) to evaluate purchasing professionals' attitudes toward purchasing social responsibility. The dimensions in the scale include the concerns of the environment, safety, human rights, diversity, and philanthropy. Items of each dimension are measured on a 4-point Likert scale where "1" denotes "no extent whatsoever" and "4" denotes "very great extent". The PSR Scale has been used and confirmed the reliability and validity by previous studies (e.g., Carter and Jennings, 2002; 2004; Salam, 2009).

3.2 DATA COLLECTION

To compare difference in attitudes of purchasing social responsibility between purchasing professionals in Taiwan and China, data were collected through a questionnaire survey of purchasing professionals across a broad spectrum of industries in Taiwan and China. Because of the difficulty in obtaining a list of all purchasing professionals in these areas, we requested the aid of some purchasing professionals and associations in Taiwan and China to provide for a list of purchasing professionals. In China, Shanghai was selected because this region is mature in economic development and international trade. Some purchasing professionals were invited to participate based on their responsibilities of purchasing practices for their organizations. Respondents who agree to participate were asked to suggest the names of other individuals that are then contacted, either by e-mail or telephone. Care was taken to ensure that the individuals are actually involved in purchasing functions. Because several Taiwanese companies have invested in China, some purchasing professionals in China may come from Taiwan. These professionals were categorized into Taiwanese group.

The study collected a sample of two thousands of purchasing professionals, with a thousand in Taiwan and the other thousand in China. These purchasing professionals were contacted by researchers via e-mail and telephone to solicit their cooperation. A packet containing a cover letter with the promise of protecting the confidentiality of responses, a questionnaire, and a pre-addressed return envelope were mailed to each of the sampled purchasing professionals. After the questionnaires were delivered, a follow-up to the purchasing professionals was conducted by e-mail and telephone to remind them of the importance of their responses and thank them for their assistance. A total of 631 respondents in Taiwan and 527 in Mainland China returned the questionnaires. Like any other ethics research, this study has the potential to suffer from responses that state what is socially desirable, not what is practiced. The fact that the survey was conducted voluntarily and anonymously may have minimized this problem to some extent.

4. RESEARCH RESULTS

Table 1 shows respondents' attitudes to purchasing social responsibility. It can be found that there are significant differences in the attitudes to purchasing social responsibility between purchasing professionals in Taiwan and China. The attitude scores of Taiwanese respondents are less than those of Chinese respondents. This implies that Taiwanese purchasing professionals may view social responsibility more appropriate than Chinese purchasing professionals. Purchasing professionals with different social and cultural backgrounds would reveal different attitudes to purchasing social responsibility.

TABLE 1: A SUMMARY OF RESPONDENTS' ATTITUDES TO PURCHASING SOCIAL RESPONSIBILITY

	Taiwan	China	t
Environment	4.03	3.48	2.93**
Diversity	3.52	2.97	2.41*
Human rights	3.94	3.16	3.05**
Philanthropy	4.17	3.51	2.87**
Safety	4.28	3.92	2.16*

* : $p < 0.05$; ** : $p < 0.01$

5. CONCLUSIONS

This study has explored purchasing professionals' attitudes to purchasing social responsibility in Taiwan and China. The research findings have revealed that there are significant differences in the attitudes to purchasing social responsibility between purchasing professionals in Taiwan and China. As there is increasing awareness of the needs to develop strong sense of business ethics. The findings of the study can contribute to the research on purchasing social responsibility.

This study can contribute to a better understanding of attitudes to purchasing social responsibility of purchasing professionals in Taiwan and China. While most previous studies focused on purchasing ethics in the Western society, the current study can make significant contributions towards the ethics literature by providing valuable empirical insight into social responsibility in the context of purchasing in Taiwan and China, a non-Western environment.

This study has profound implications for Taiwanese and Chinese businesses as it can provide a basis for understanding their purchasing professionals' attitudes to purchasing social responsibility in purchasing situations. This study might help businesses to establish guidelines to help purchasing professionals to conduct socially responsible purchasing when facing dilemmas and to prevent them from resorting to purchasing social responsibility.

While the present study reveals purchasing professionals with different social and cultural backgrounds may reveal different attitudes to purchasing social responsibility, there might be other possible predictors that affect the attitudes to purchasing social responsibility. For instance, in collectivism countries, peer behavior might be influential to one's attitudes because collectivist people tend to consider and aligned to others' opinion to guarantee social or family support. When discussing factors affect purchasing professionals' attitudes to purchasing social responsibility, the influence of peer behavior might be a powerful and direct predictor particularly in Taiwanese or Chinese organizations.

In addition to the possible influence of peer behavior, there has been increasing interest in the research of the consequences of happiness. Being happy is no doubt important for human beings, and recent reports on international happiness are considered more meaningful than traditional economic measures such as gross domestic product (Blanchflower & Oswald, 2011). Workplace happiness can result in desired outcome for organization, such as employee retention, performance, safety, customer satisfaction, and citizenship behavior; therefore, it will be interesting to examine whether the workplace happiness has significant impact on purchasing professionals' attitudes to purchasing social responsibility.

This study has limited external validity as the sample frame is restricted to Taiwan and China. This might limit the generalization of the results of the study to the other countries. Making generalizations about the perceptions of social responsibility of purchasing professionals in other countries based on the results of this study may not be appropriate without further research. With the increasing globalization in business environment, contemporary industrial marketers have increasing opportunities to communicate with purchasing professionals with different cultural backgrounds. The current study has provided the evidence that the attitudes to social responsibility of purchasing professionals are apparently influenced by the country factor. Culture plays such a potentially important role in ethical decision making. Therefore, understanding the possible cross-cultural differences in the attitudes to purchasing social responsibility of purchasing professionals is a relevant work. Future research can put more attention on examining the attitudes to purchasing social responsibility of purchasing professionals in multi-country settings.

REFERENCES

1. Aguinis, H., & Glavas, A. (2012, in press). What we know and don't know about corporate social responsibility: A review and research agenda. *Journal of Management*.
2. Al-Khatib, J. A., Vollmers, S. M., & Liu, Y. (2007). Business-to-business negotiating in China: The role of morality. *Journal of Business and Industrial Marketing*, 22(2), 84-96.
3. Blanchflower, D. G., & Oswald, A. J. (2011). International happiness: A new view on the measure of performance. *Academy of Management Perspectives*, 25(1), 6-22.
4. Blome, C., & Paulraj, A. (2013). Ethical climate and purchasing social responsibility: A benevolence focus. *Journal of Business Ethics*, 116(3), 567-585.
5. Carroll, A. B. (1991). The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders. *Business Horizons*, 34(4), 39-48.
6. Carter, C. R. (2000). Ethical issues in international buyer-supplier relationships: A dyadic examination. *Journal of Operations Management*, 8(2), 191-208.
7. Carter, C. R. (2005). Purchasing social responsibility and firm performance: The key mediating role of organizational learning and supplier performance. *International Journal of Physical Distribution and Logistics Management*, 35(3), 177-194.
8. Carter, C. R., & Jennings, M. (2002). Social responsibility and supply chain relationships. *Transportation Research*, 38(1), 145-186.
9. Carter, C. R., & Jennings, M. M. (2004). The role of purchasing in corporate social responsibility: A structural equation analysis. *Journal of Business Logistics*, 25(1), 145-186.
10. Chang, K., & Ding, C. G. (1995). The influence of culture on industrial buying selection criteria in Taiwan and Mainland China. *Industrial Marketing Management*, 24(4), 277-284.
11. Clair, J. A., Crary, M., McDaniels, M., Spelman, D., Buote, J. D., & MacLean, T. (1997). A cooperative inquiry into teaching and taking a course on managing diversity. *Research in Corporate Social Performance and Policy*, Supplement 2, 25-62.
12. Cooper, R. W., Frank, G. L., & Kemp, R. A. (1997). The ethical environment facing the profession of purchasing and materials management. *International Journal of Purchasing and Materials Management*, 33(2), 2-11.
13. Cooper, R. W., Frank, G. L., & Kemp, R. A. (2000). A multinational comparison of key ethical issues helps and challenges in the purchasing and supply management profession: The key implications for business and the professions. *Journal of Business Ethics*, 23(1), 83-100.
14. Ford, J. B., LaTour, M. S., & Henthorne, T. L. (2000). Cognitive moral development and Japanese procurement executives: Implications for industrial marketers. *Industrial Marketing Management*, 29(6), 589-600.
15. Forker, L. B., & Janson, R. L. (1990). Ethical practices in purchasing. *Journal of Purchasing and Materials Management*, 26(1), 19-26.
16. Fryxell, G. E., & Dooley, R. S. (1997). Saving the commons: A behavioral simulation for experiencing the role of collaboration and trust in devising workable solutions to environmental and other social issues. *Research in Corporate Social Performance and Policy*, Supplement 2, 149-183.
17. Gall, M. D., Gall, J. P., & Borg, W. R. (2003). *Educational research: An introduction* (7th ed.). Boston, MA: Allyn & Bacon.

18. Gonzalez-Padron, T., Hult, G. T. M., & Calantone, R. (2008). Exploiting innovative opportunities in global purchasing: An assessment of ethical climate and relationship performance. *Industrial Marketing Management*, 37(1), 69-82.
19. H. Aguinis. Organizational responsibility: Doing good and doing well. In S. Zedeck (Ed.), *APA handbook of industrial and organizational psychology*, Vol.3, pp 855-879, American Psychological Association, Washington DC, 2011.
20. Handfield, R. B., & Baumer, D. L. (2006). Managing conflict of interest issues in purchasing. *Journal of Supply Chain Management*, 42(3), 41-50.
21. Ho, Y. H. (2012). A review of research on ethical decision-making of purchasing professionals. *Information Management and Business Review*, 4(2), 72-78.
22. Ho, Y. H., & Lin, C. Y. (2012). A review on moral development, multicultural experiences, and conflict handling styles of purchasing professionals. *Journal of Economic and Behavioral Studies*, 4(11), 660-670.
23. Hofstede, G., & Hofstede, G. J. (2005). *Cultures and organizations: Software of the mind* (2nd ed.). New York: McGraw-Hill.
24. Ironson, G. H., Smith, P. C., Brannick, M. T., Gibson, W. M., & Paul, K. B. (1989). Construction of a job in general scale: A comparison of global, composite, and specific measures. *Journal of Applied Psychology*, 74, 193-200.
25. Jennings, M. M., & Entine, J. (1999). Business with a soul: A reexamination of what counts in business ethics. *Journal of Public Law and Policy*, 20(1), 1-88.
26. Joyce, W. B. (2006). Accounting, purchasing and supply chain management. *Supply Chain Management: An International Journal*, 11(3), 202-207.
27. Kohlberg, L. (1969). Stage and sequence: The cognitive-developmental approach to socialization. In D. A. Goslin (Ed.), *Handbook of Socialization Theory and Research* (pp.347-480). Chicago: Rand McNally.
28. Krause, D. R. (1999). The antecedents of buying firms' effort to improve suppliers. *Journal of Operations Management*, 17, 205-224.
29. Landeros, R., & Plank, R. E. (1996). How ethical are purchasing management professionals? *Journal of Business Ethics*, 15(7), 789-803.
30. LePine, J. A., Erez, A., & Johnson, D. E. (2002). The nature and dimensionality of organizational citizenship behavior: A critical review and meta-analysis. *Journal of Applied Psychology*, 87, 52-65.
31. Lin, C. Y., & Ho, Y. H. (2009). Cultural influences on moral reasoning capacities of purchasing managers: A comparison across the Taiwan Strait. *Social Behavior and Personality: An International Journal*, 37(2), 203-208.
32. Mallot, M. J. (1998). An interview with Keith Davis. *Research in Corporate Social Performance and Policy*, 15, 241-250.
33. Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: extension and test of a three-component conceptualization. *Journal of Applied Psychology*, 78, 538-551.
34. Motwani, J., Kumar, A., & Mohamed, Z. (1998). Ethical behavior of Indian purchasing managers. *Transportation Research Part E: Logistics and Transportation Review*, 34(2), 161-168.
35. Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14, 224-247.
36. Plank, R. E., Landeros, R., & Plank, L. F. (1994). Values driving decisions in questionable purchasing situations. *International Journal of Purchasing and Materials Management*, 30(4), 44-53.
37. Razzaque, M. A., & Hwee, T. P. (2002). Ethics and purchasing dilemma: A Singaporean view. *Journal of Business Ethics*, 35(4), 307-326.
38. Rest, J. R. (1986). *Moral development: Advances in research and theory*. New York, NY: Praeger Publishers.
39. Rivers, C. (2009). Negotiating with the Chinese: EANTs and all. *Thunderbird International Business Review*, 51(5), 473-489.
40. Robertson, D. C., & Rymon, T. (2001). Purchasing agents' deceptive behavior: a randomized response technique study. *Business Ethics Quarterly*, 11(3), 455-479.
41. Rupp, D. E. (2011). An employee-centered model of organizational justice and social responsibility. *Organizational Psychology Review*, 1, 72-94.
42. Rupp, D. E., Williams, C. A., & Aguilera, R. V. (2010). Increasing corporate social responsibility through stakeholder value internalization and the catalyzing effect of new governance: An application of organizational justice, self-determination, and social influence theories. In M. Schminke (Ed.), *Managerial Ethics: Managing the Psychology of Morality* (pp.69-88). NY: Routledge.
43. Salam, A. M. (2009). Corporate social responsibility in purchasing and supply chain. *Journal of Business Ethics*, 85(2), 353-370.
44. Schaufeli, W. B., Salanova, M., González-romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: a two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3, 71-92.
45. Smith, P. C., Kendall, L. M., & Hulin, C. L. (1969). *The measurement of satisfaction in work and retirement*. Chicago, IL: Rand-McNally.
46. Turner, G. B., Taylor, G. S., & Hartley, M. F. (1994). Ethics policies and gratuity acceptance by purchasers. *International Journal of Purchasing and Materials Management*, 30(3), 42-47.
47. Turner, G. B., Taylor, G. S., & Hartley, M. F. (1995). Ethics, gratuities, and professionalization of the purchasing function. *Journal of Business Ethics*, 14(9), 751-760.
48. Weber, J. (1990). Managers' moral reasoning: Assessing their responses to three moral dilemmas. *Human Relations*, 43(7), 687-702.
49. Weiss, D. J., Dawis, R. V., England, G. W., & Lofquist, L. H. (1967). *Manual for the Minnesota Satisfaction Questionnaire* (Minnesota studies in vocational rehabilitation, No. 22). Minneapolis, MN: University of Minnesota.
50. Wokutch, R. E. (1992). Worker protection, Japanese style: Occupational safety and health in the auto industry, Ithaca, NY: ILR Press.
51. Wokutch, R. E. (1998). An interview with Lee E. Preston. *Research in Corporate Social Performance and Policy*, 15, 227-239.
52. Wood, G. (1995). Ethics in purchasing: The practitioner's experience. *Business Ethics: A European Review*, 4(1), 95-101.
53. Wu, C. F. (2003). A study of the adjustment of ethical recognition and ethical decision-making of managers-to-be across the Taiwan Strait before and after receiving a business education. *Journal of Ethics Business*, 45(4), 291-307.

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Commerce & Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue, as well as on the journal as a whole, on our e-mail infoijrcm@gmail.com for further improvements in the interest of research.

If you have any queries, please feel free to contact us on our e-mail infoijrcm@gmail.com.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward to an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator

DISCLAIMER

The information and opinions presented in the Journal reflect the views of the authors and not of the Journal or its Editorial Board or the Publishers/Editors. Publication does not constitute endorsement by the journal. Neither the Journal nor its publishers/Editors/Editorial Board nor anyone else involved in creating, producing or delivering the journal or the materials contained therein, assumes any liability or responsibility for the accuracy, completeness, or usefulness of any information provided in the journal, nor shall they be liable for any direct, indirect, incidental, special, consequential or punitive damages arising out of the use of information/material contained in the journal. The journal, neither its publishers/Editors/ Editorial Board, nor any other party involved in the preparation of material contained in the journal represents or warrants that the information contained herein is in every respect accurate or complete, and they are not responsible for any errors or omissions or for the results obtained from the use of such material. Readers are encouraged to confirm the information contained herein with other sources. The responsibility of the contents and the opinions expressed in this journal are exclusively of the author (s) concerned.

ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

Our Other Journals

