

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

I  
J  
R  
C  
M



A Monthly Double-Blind Peer Reviewed Refereed 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.  
as well as in Open J-Gate, India (link of the same is duly available at Inlibnet of University Grants Commission (U.G.C.))

Registered & Listed at: Index Copernicus Publishers Panel, Poland

Circulated all over the world & Google has verified that scholars of more than 1500 Cities in 141 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

[www.ijrcm.org.in](http://www.ijrcm.org.in)

# CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	THE RELATIONSHIP BETWEEN CAPITAL AND OWNERSHIP STRUCTURES WITH THE CREATED SHAREHOLDER VALUE IN TEHRAN STOCK EXCHANGE <i>MOHAMADREZA ABDOLI, MOHAMADREZA SHORVARZI &amp; SYED NAJIBALLAH SHANAEI</i>	1
2.	IMPACT OF GOOD GOVERNANCE ON THE CORPORATE GOVERNANCE IN BANGLADESH <i>MD. ZAHIR UDDIN ARIF, MD. OMAR FARUQUE &amp; UDAYSHANKAR SARKAR</i>	6
3.	DETERMINANTS OF JOB PERFORMANCE OF ADMINISTRATIVE STAFF IN LADOKE AKINTOLA UNIVERSITY OF TECHNOLOGY, OGBOMOSO, NIGERIA <i>AKANBI F. K. &amp; OJOKUKU R. M.</i>	9
4.	THE NEXUS BETWEEN ORGANIZATIONAL CULTURE AND TOP MANAGEMENT SUPPORT AS AN INFLUENCE TO THE ADOPTION OF INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) IN THE RWANDAN COMMERCIAL BANKS <i>MACHOGU MORONGE ABIUD &amp; LYNET OKIKO</i>	14
5.	THE ROLE OF CORPORATE REPUTATION ON TRAVEL AND LEISURE COMPANIES PERFORMANCE IN MALAYSIA <i>SAHAR E-VAHDATI</i>	20
6.	HR AUDIT: AN EVALUATION OF HR PRACTICES <i>MARIAM AHMED</i>	23
7.	BENEFITS AND CHALLENGES OF CONVERGENCE TO INTERNATIONAL FINANCIAL REPORTING STANDARDS BY PUBLIC ACCOUNTABILITY COMPANIES IN NIGERIA <i>ISHAQ ALHAJI SAMAILA</i>	29
8.	FACTORS INFLUENCING EMPLOYEE ENGAGEMENT IN AN ENTERTAINMENT INDUSTRY <i>A. ANGELINE EMMEMA, N.AJAN &amp; C.KARTHIKEYAN</i>	35
9.	AN INSIGHT INTO XBRL: INDIAN PERSPECTIVE <i>DR. SUMIT GARG &amp; RITIKA AGGARWAL</i>	43
10.	EMPLOYEES' SATISFACTION AND INDUSTRIAL RELATIONS – A STUDY OF SELECTED INDUSTRIAL UNITS OF AHMEDABAD AND ANAND DISTRICTS <i>DR. VIJAYSINH M. VANAR</i>	48
11.	AN EMPIRICAL STUDY ON TALENT MANAGEMENT – AN OUTMOST OPPORTUNITY FOR ORGANIZATION'S SUCCESS <i>NANDINI M. DESHPANDE</i>	61
12.	A STUDY OF HUMAN RESOURCES RELATED CONFLICTS IN SOFTWARE INDUSTRIES IN HYDERABAD <i>RAMAKRISHNA SASTRY GHATTY &amp; DR. V. MADHUSUDHAN PRASAD</i>	65
13.	CAPITAL STRUCTURE (DEBT-EQUITY) OF INDIAN PHARMACEUTICAL INDUSTRY – A STUDY <i>K. PADMINI &amp; C. SIVARAMI REDDY</i>	70
14.	GAINING LEVERAGE FROM SUPPLY CHAIN TO MAXIMIZE PROFITS <i>DR. MADHU JASOLA &amp; SHIVANI KAPOOR</i>	74
15.	BUSINESS CYCLE STAGES AND HUMAN CAPITAL COST – AN EMPIRICAL STUDY OF SERVICE SECTOR COMPANIES IN INDIA <i>DR. YAMINI KARMARKAR &amp; PRACHI JAIN</i>	79
16.	A COMPARATIVE STUDY ON CUSTOMER PREFERENCE ON MOBILE COMMUNICATION WITH REFERENCE TO THE SERVICE PROVIDED BY PRIVATE (AIRTEL) AND PUBLIC (BSNL) SECTOR IN COIMBATORE DISTRICT <i>DR. G.SAKTHIVEL</i>	85
17.	THE BRAND IMAGE & SATISFACTION LEVEL OF DEALERS AND SURROGATE BUYERS OF AMBUJA CEMENT LIMITED IN SAURASHTRA REGION <i>UTKARSH. H. TRIVEDI &amp; JIGNESH. B. TOGADIYA</i>	88
18.	SMALL PACKAGING- MAKING THINGS AFFORDABLE (A STUDY OF RURAL CONSUMERS) <i>RANJEET KAUR &amp; AMANDEEP KAUR</i>	100
19.	A REVIEW OF VIRTUAL LEARNING METHODOLOGY IN THE DEVELOPMENT OF SALES WORKFORCE <i>KETAN KANAUIA &amp; L. R. K. KRISHNAN</i>	106
20.	CLASSIFICATION OF INVESTORS' IN INDIAN SECURITIES MARKET WITH REFERENCE TO TAMILNADU – A DISCRIMINANT ANALYSIS <i>DR. V. DHEENADHAYALAN</i>	115
21.	MARKETING IN ORGANIZED RETAIL ENVIRONMENT: A RETAILERS PERSPECTIVE <i>VASUNDRA</i>	123
22.	A STUDY ON EFFECT OF CSR INITIATIVES OF AUTOMOTIVE COMPANIES ON CONSUMER BUYING BEHAVIOR <i>SHILKI BHATIA</i>	126
23.	EMPLOYEES PERCEPTION ON DAY – SHIFT V/S NIGHT - SHIFT JOBS (WITH SPECIAL REFERENCE TO BPO SECTORS IN HYDERABAD) <i>ANITA D'SOUZA</i>	133
24.	AN OVERVIEW OF THE CHALLENGES FACED BY ITES /BPO EMPLOYEES IN INDIA AND THE NEED FOR NATIONAL LEGISLATURE TO PROTECT EMPLOYEE RIGHTS OF THIS SECTOR <i>ANJALI PASHANKAR</i>	139
25.	INSURANCE BUSINESS IN INDIA - AN OVERVIEW <i>VENKATESH BABU S</i>	143
26.	LEADERSHIP STYLES IN DYEING AND PRINTING INDUSTRY (WITH REFERENCE TO JETPUR CITY OF RAJKOT DISTRICT) <i>ANKITA DHOLARIYA</i>	147
27.	INTEGRATION OF INDIAN STOCK MARKET WITH ASIAN AND WESTERN MARKETS <i>RAKESH KUMAR</i>	153
28.	EFFECT OF SALES PROMOTION ACTIVITIES ADOPTED BY MAHINDRA AUTOMOBILES ON RURAL MARKET OF PUNJAB <i>PRANAV RANJAN &amp; RAZIA SEHDEV</i>	160
29.	IDENTIFICATION OF KEY STRATEGIC FACTORS IN APPAREL SOURCING DECISIONS BY INDIAN RETAILERS; A CASE BASED STUDY <i>PARAGI SHAH</i>	165
30.	GROWTH AND PROSPECTS OF INDIAN MUTUAL FUND INDUSTRY - A REVIEW <i>B. USHA REKHA</i>	171
	REQUEST FOR FEEDBACK	179

**CHIEF PATRON**

**PROF. K. K. AGGARWAL**

Chancellor, Lingaya's University, Delhi  
Founder Vice-Chancellor, Guru Gobind Singh Indraprastha University, Delhi  
Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

**PATRON**

**SH. RAM BHAJAN AGGARWAL**

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

**CO-ORDINATOR**

**DR. SAMBHAV GARG**

Faculty, M. M. Institute of Management, MaharishiMarkandeshwarUniversity, Mullana, Ambala, Haryana

**ADVISORS**

**DR. PRIYA RANJAN TRIVEDI**

Chancellor, The Global Open University, Nagaland

**PROF. M. S. SENAM RAJU**

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

**PROF. M. N. SHARMA**

Chairman, M.B.A., HaryanaCollege of Technology & Management, Kaithal

**PROF. S. L. MAHANDRU**

Principal (Retd.), MaharajaAgrasenCollege, Jagadhri

**EDITOR**

**PROF. R. K. SHARMA**

Professor, Bharti Vidyapeeth University Institute of Management & Research, New Delhi

**CO-EDITOR**

**DR. BHAVET**

Faculty, M. M. Institute of Management, MaharishiMarkandeshwarUniversity, Mullana, Ambala, Haryana

**EDITORIAL ADVISORY BOARD**

**DR. RAJESH MODI**

Faculty, YanbuIndustrialCollege, Kingdom of Saudi Arabia

**PROF. SANJIV MITTAL**

UniversitySchool of Management Studies, Guru Gobind Singh I. P. University, Delhi

**PROF. ANIL K. SAINI**

Chairperson (CRC), Guru Gobind Singh I. P. University, Delhi

**DR. SAMBHAVNA**

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

**DR. MOHENDER KUMAR GUPTA**

Associate Professor, P.J.L.N.Government College, Faridabad

**DR. SHIVAKUMAR DEENE**

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

**MOHITA**

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadholi, Yamunanagar

## ASSOCIATE EDITORS

**PROF. NAWAB ALI KHAN**

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

**PROF. ABHAY BANSAL**

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

**PROF. V. SELVAM**

SSL, VIT University, Vellore

**PROF. N. SUNDARAM**

VIT University, Vellore

**DR. PARDEEP AHLAWAT**

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

**DR. S. TABASSUM SULTANA**

Associate Professor, Department of Business Management, Matrusri Institute of P.G. Studies, Hyderabad

## TECHNICAL ADVISOR

**AMITA**

Faculty, Government M. S., Mohali

**MOHITA**

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadholi, Yamunanagar

## FINANCIAL ADVISORS

**DICKIN 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 recent developments & practices in the area of Computer, Business, Finance, Marketing, Human Resource Management, General Management, Banking, Insurance, Corporate Governance and emerging paradigms in allied subjects like Accounting Education; 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; Monetary Policy; Portfolio & Security Analysis; Public Policy Economics; Real Estate; Regional Economics; Tax Accounting; Advertising & Promotion Management; Business Education; Management Information Systems (MIS); Business Law, Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labor 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; Public Administration; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism, Hospitality & Leisure; Transportation/Physical Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Digital Logic; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Multimedia; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic and Web Design. The above mentioned tracks are only indicative, and not exhaustive.

Anybody can submit the soft copy of his/her manuscript **anytime** in M.S. Word format after preparing the same as per our submission guidelines duly available on our website under the heading guidelines for submission, at the email address: [infoijrcm@gmail.com](mailto:infoijrcm@gmail.com).

## **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/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)

**DEAR SIR/MADAM**

Please find my submission of manuscript entitled ' \_\_\_\_\_ ' for possible publication in your journals.

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

I affirm that all the author (s) have seen and agreed to the submitted version of the manuscript and their inclusion of name (s) as co-author (s).

Also, if my/our manuscript is accepted, I/We agree to comply with the formalities as given on the website of the journal & you are free to publish our contribution in any of your journals.

**NAME OF CORRESPONDING AUTHOR:**

Designation:

Affiliation with full address, contact numbers & Pin Code:

Residential address with Pin Code:

Mobile Number (s):

Landline Number (s):

E-mail Address:

Alternate E-mail Address:

**NOTES:**

- a) The whole manuscript is required to be in **ONE MS WORD FILE** only (pdf. version is liable to be rejected without any consideration), which will start from the covering letter, inside the manuscript.
- b) The sender is required to mention the following in the **SUBJECT COLUMN** of the mail:  
**New Manuscript for Review in the area of (Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)**
- c) There is no need to give any text in the body of 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 required to be below **500 KB**.
- e) Abstract alone 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 and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of manuscript, within two days of submission, the corresponding author is required to demand for the same by sending separate mail to the journal.

2. **MANUSCRIPT TITLE:** The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.

3. **AUTHOR NAME (S) & AFFILIATIONS:** The author (s) **full name, designation, affiliation (s), address, mobile/landline numbers, and email/alternate email address** should be in italic & 11-point Calibri Font. It must be centered underneath the title.

4. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain the background, aims, methods, results & conclusion in a single para. Abbreviations must be mentioned in full.

5. **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 stops at the end.
6. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER**. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 8 point Calibri Font with page numbers at the bottom and centre of every page. It should be free from grammatical, spelling and punctuation errors and must be thoroughly edited.
7. **HEADINGS:** All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
8. **SUB-HEADINGS:** All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.
9. **MAIN TEXT:** The main text should follow the following sequence:

**INTRODUCTION****REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESES****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****SCOPE FOR FURTHER RESEARCH****ACKNOWLEDGMENTS****REFERENCES****APPENDIX/ANNEXURE**

It should be in a 8 point Calibri Font, single spaced and justified. The manuscript should preferably not exceed **5000 WORDS**.

10. **FIGURES & TABLES:** These should be simple, crystal clear, centered, separately numbered & self explained, and **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.
11. **EQUATIONS:** These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.
12. **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 are supposed to follow **Harvard Style of Referencing**. 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 italics. 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 parentheses.
  - The location of endnotes within the text should be indicated by superscript numbers.

**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, 19-22 June.

**UNPUBLISHED DISSERTATIONS AND THESES**

- 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 Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

**AN INSIGHT INTO XBRL: INDIAN PERSPECTIVE****DR. SUMIT GARG****DIRECTOR****DISHA ACADEMY OF COMMERCE****RISHIKESH****RITIKA AGGARWAL****RESEARCH SCHOLAR****DEPARTMENT OF MANAGEMENT****UTTARAKHAND TECHNICAL UNIVERSITY****DEHRADUN****ABSTRACT**

Globalisation of business has increased diversity and complexity of reporting of financial information and its efficient management among business stakeholders. However technological revolution and development of new software has given new hope for its competent management. XBRL has emerged as a new technological innovation for integrating the flow of financial information within communities of diverse organizations, thereby significantly enhancing the business information supply chain and addressing existing efficiency, accuracy and transparency problems and delivering significant benefit and value to stakeholder. Thus, company information that typically takes days to create could be available in real-time, anywhere in the world. XBRL has evolved in response to the need for a standardized computer representation of financial and business data, which can be used globally. The author explains its benefits to its various users. After study of various research papers it is found that diffusion of network innovations, such as XBRL has proved to be very challenging. To date, academic interest in XBRL has been limited and largely confined to the accounting field. There is a paucity of research in the area of the diffusion of network innovations. This work constitutes, therefore, an extension to the existing body of knowledge.

**KEYWORDS**

linkbase, schema, taxonomy, XBRL and XML.

**INTRODUCTION**

The eXtensible Business Reporting Language is a new language and technology for the representation and transmission of business and financial data. It is an XML (eXtensible Markup Language) based standard governed by XBRL International Incorporated, a non-profit consortium of 450 organizations, regulators, government agencies and software companies. The philosophy behind XBRL is to create a worldwide standard for the preparation and dissemination of financial information. Until now, each provider of financial information has chosen its own format to present the data to users. For instance, various publishers of financial data publish financial data of companies in a way that is different from the other. Organizations store much of the same information in their own internal systems, but in widely varying formats. Further, there are also differences between the formats used by companies in the way they prepare their financial statements. Each user of this information would have to re-key this data into its own database in order to be able to use it. This inconsistency makes it difficult for organizations to share information reliably or cost effectively when performing many aspects of their business, including applying for credit, reconciling accounts, or reporting to investors, or many other common activities. XBRL resolves this problem by creating a single globally accepted format for the representation of this information. It enhances the usability and transparency of financial information reported under existing accounting standards, simplifies disclosure, and allows users to communicate financial information more readily and accurately. All parties, regardless of whether they are generators or users of the content, agree upon and use the same format. This can help companies and individuals to save their time presently wasted in re-keying, re-formatting and translation of financial information from one format to another. XBRL is the tool that registrants use to make their financial filings interactive and to enhance the ability of stakeholders to access and analyse financial data. Interactive data allows the creation of documents that are machine-readable, so that computers can quickly extract the desired data. For making the data interactive, information in a company's financial statements is provided a unique tag (barcode) that tells standard software what the item represents and how it relates to other items in the report. The free and uninterrupted flow of financial information within communities of varied organizations provides new prospects in the time of integration of world economies. Easy accessibility of business financial information within supply chain is becoming a more common and necessary part for providing solution to problems of efficiency, accuracy, corporate governance and transparency.

**REVIEW OF LITERATURE**

- Bonsón Enrique, Cortijo Virginia, Escobar Tomas, Flores Francisco, Monreal Sergio (2010) in his viewpoint addresses how technological initiatives in general, and the eXtensible Business Reporting Language (XBRL), in particular, are making a key contribution to the process of adaptation to the new regulation. The paper concludes that technological systems, such as XBRL, are necessary to support the consolidation of financial information, and to ensure the digital transparency of the insurer organisations that are engaged in this new regulatory challenge.
- Court John (2004) in his conceptual paper says standards for the electronic recording, processing and distribution of financial and other business reports ("digital reporting") can bring benefits both for external regulation and investor relations and for financial management and decision-making within companies.
- Indranil Chakraborty, Executive Director, PricewaterhouseCoopers (PwC) says, "XBRL is platform-neutral - it is the same whatever type of computer or software you are using. It allows all recipients of financial information provided in the XBRL format to analyse and use precisely categorized in formation instantly, with no need to re-key or convert to other formats. XBRL reduces the need for human intervention when moving financial and business reporting information from one system to another or one organization to another."
- Jones Alison and Willis Mike (2003) in their research work look at the history of this project provide a case study of how Morgan Stanley has made use of the system and predict some developments for the future.
- Lok Tin Yuen, Yue Wefield Lee, Sau Mui Lau (2001) reports the benefits of using extensible markup language (XML) to support knowledge management of financial information.
- Pinsker Robert (2003) in his article reports on an XBRL survey conducted using accountants and auditors. Results indicate many accountants and auditors have low (if any) knowledge or experience with XBRL and do not perceive the intended benefits XBRL usage provides.
- Premuroso Ronald F. and Bhattacharya Somnath (2008) in their study examined whether early and voluntary filers of financial information in XBRL format demonstrate superior corporate governance and operating performance relative to their non-adopting peers. Results suggest that corporate governance is significantly and positively associated with a firm's decision to be an early and voluntary filer of financial information in XBRL format.

- Troshani Indrit, Doolin Bill (2007) in his research paper draw upon stakeholder and social network theories to evaluate issues surrounding the diffusion of XBRL in Australia. This helps recognize the potential of individual stakeholders to effect innovation diffusion using their salience. Taken together, this information can help in designing proactive adoption and diffusion strategies for network innovations.
- Troshani Indrit, Lymer Andy (2010) in their research paper aims to investigate the phenomena that occur when heterogeneous actors interact in attempts to standardize XBRL. By presenting unsuccessful and potentially successful focal actors side by side, the paper contributes to the current body of knowledge by enhancing current understanding of their role in achieving effective translations in XBRL standardization networks.
- Wallace Andrew (2001) in his technical paper describes how XBRL, the language of risk, has developed recently. The author explains how it works and guides the reader through the way that it is being developed, with examples of how it will be used.

### OBJECTIVES OF THE STUDY

- To study the basics of XBRL.
- To analyse the various dimensions of XBRL.
- To study the various applications of XBRL in the diverse business environment.
- To bring forward benefits of XBRL to various users of financial data.
- To find out challenges in implementing XBRL.
- To promote use of XBRL and the study will open up area for further research in this area.

### WHY XBRL?

At the time of integration of world economies, use of similar kind of accounting practices and efficient convertibility of financial data is becoming a necessary part of business environment. Use of online filing system removes submission of multiple copies of the same return to various departments and stakeholders, thus simplifying the data reporting process all over the supply chain. Further, the way a single field or element of information is defined can be affected by jurisdictional regulations. The value of a liability may be defined quite differently in the India than in other parts of the world that observe different accounting principles and practices. Hence, there may be many different actual definitions of a single element type such as "liability value", or "price", or other seemingly simple bits of data. These distinctions affect a wide range of organizations since there are not many large companies that operate in a single regulatory jurisdiction anymore. XBRL work out this problem as the financial statements prepared and filed in XBRL format simplify the process of regulatory for both the company and the ministry and provide benefits such as easier and efficient analysis by various stakeholders who may access the filed financial statements. XBRL makes financial data interactive which provide investors quicker access to the information they want in a form that's easily used; helping companies prepare and analyse the information more speedily, more precisely and at a lower cost; and helping knowledge capital keep up with financial capital, as both flow more quickly around the world. The internet financial reporting language - XBRL continues to develop and has now reached the point where much of its promised benefits are available.

### HOW XBRL WORKS?

XBRL is a version of XML specially defined for the requirements of business and financial information. XML and its related technologies facilitate computer-to-computer interactions and the ability to store and transport information via the Internet. XML is a key component of identifying financial and accounting concepts, describing their attributes and explain relationships between various financial reporting components. In conjunction with several major accounting firms, XBRL has evolved beyond traditional XML syntax into a well-defined extensibility framework that can be used across a number of business reporting domains. The rich and powerful structure of XBRL allows very efficient handling of business data by computer software. It supports all the standard tasks involved in compiling, storing and using business data. Such information can be converted into XBRL by suitable mapping processes. It can then be searched, selected, exchanged or analysed by computer, or published for ordinary viewing.

### IMPORTANT FUNCTIONS

Following are important functions of XBRL that help in explaining its working:

- In XBRL, each item of financial data has been given a unique tag (taxonomy) which serves to identify it. These tags are computer readable.
- However, these tags are more than simple identifiers. These tags provide a range of information (schema) about the data item, like its data type (currency, date, number, monetary item, percentage or fraction).
- XBRL allows labels in any language to be applied to items, as well as accounting references or other subsidiary information.
- XBRL also show how items are related to one another (linkbase). It can thus represent how they are calculated.
- It can also identify whether they fall into particular groupings for organizational or presentational purposes.

### IMPORTANT TERMS IN XBRL

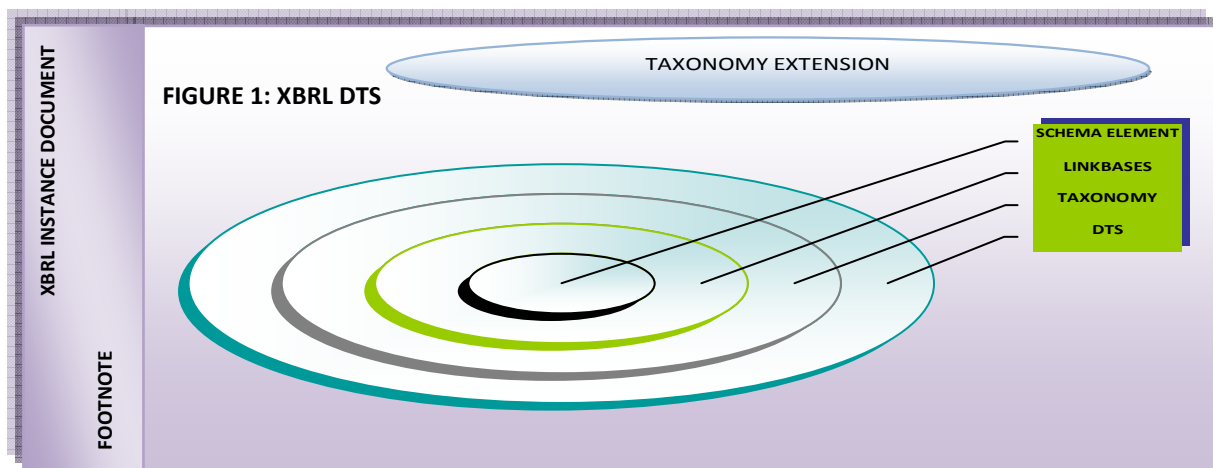
XBRL is easily extensible, so companies and other organizations can adapt it to meet a variety of special requirements. The organizing principles of XBRL are depicted in the XBRL discoverable Taxonomy Set (DTS) shown in adjacent figure 1:

In XBRL, taxonomy consists of the core part that is schema and linkbases. The schema is the part that contains definitions of elements whereas linkbases provide relationships between them. The subsequent section explains each of the terms in detail:

#### • TAXONOMY

The foundation of XBRL rests on a set of officially recognized element tag schemas known as XBRL taxonomies that are used to create instance documents containing financial information in the form of facts. An XBRL "taxonomy" is the collection of XBRL tags that are available to registrants to "associate" with their financial data (i.e., if tags were words, then the taxonomy would be the dictionary). This is explained as follows:





In the present system of transmission of financial information, to transfer an item like 'profit', the transmitter would send the figure representing the amount of profit, say Rs. 2,00,000. The receiver would be set up in order to receive the figure and interpret the value received as the amount of 'Profit'. This imposes a lot of rigidity in the way information can be transmitted. For example, if the receiver is expecting to receive the 'profit' and the transmitter sends the value of 'sales', then it could lead to errors. It also imposes restrictions on the order in which the items can be transmitted. For example, there might be a restriction that the value of 'sales' must be sent before the value of 'profit'. XBRL crack this problem by tagging each value transmitted with an identifier and instructions on how the receiver must process that value.

Here is another way of looking at it. Assume a registrant has the following simple balance sheet (TABLE 1):

Creditors	75	Cash	250
Short-term debt	235	Debtors	120
<b>Total current liabilities</b>	<b>310</b>	<b>Total current assets</b>	<b>370</b>
Long-term debt	500	Land	295
Equity	745	Fixed assets	890
<b>Total liabilities and equity</b>	<b>1555</b>	<b>Total assets</b>	<b>1555</b>

To make this balance sheet interactive, the registrant will use software to associate an XBRL tag with each financial concept on the balance sheet. For example, the tag associated with the Rs. 250 "Cash" concept includes both the value Rs. 250 and its description "Cash." Once a tag is associated with a concept, any XBRL responsive software is able to determine that the Rs. 250 amount represents the current asset "cash" and that the Rs. 250 amount is included in the subtotals for "Total current assets" and "Total assets." The tag is also associated with (1) the currency in which the amount is being reported (e.g., the Indian rupee or the U.S. dollar) and (2) the related period in which the amount is being reported (e.g., as of March 31, 2010). Tags can also be associated with non-monetary financial concepts. For example, the taxonomies contain tags that an entity can associate with blocks of text in the financial statements to delineate the required qualitative (i.e., non-monetary) disclosures.

• **SCHEMA**

Schema stores information about taxonomy elements. For example, financial data liability is tagged as <Liability>50,000</Liability>. Computer will take it as something called liability has 50,000 content. To make data interactive using XBRL computer must understand the concept of liability. However, the term liability has many different characteristics such as it has a monetary value, it has a credit balance and it is an obligation of an entity arising from past transactions on a particular date. Even the explanation of term liability could be different in IFRSs to GAAPs. Thus, all characteristics must be provided to computer to understand the concepts of large numbers of accounting terms. These treatments to different financial concepts are provided to computer in schema files.

• **ELEMENT**

A computer does not have built-in accounting knowledge so they have to be taught meaning of particular concept and its characteristics. An element is a business concept (like assets, liabilities, revenue, income, etc.) that helps in explaining accounting to a computer. To achieve this, definitions of elements that appear in schemas are constructed according to a specific set of rules. To distinguish between elements defined in different schemas namespaces and their prefixes are used. A name must meet several criteria and cannot contain spaces and other characters that are illegal in XML. XML differentiates between upper and lower case so the element "liability" is different from the element "Liability". The following example describes simplified definition of the element "Liabilities" (prefixes have been omitted) : <element name = "Liabilities" id = "Liabilities" period type = "instant" balance = "credit" abstract = "false" substitution group = "item" type = "monetary item type"/>

From a business perspective, most important characteristics provided by the above example are name, type, balance, and period type. "Abstract" concepts are used to organize taxonomy. Technically, abstract" is an XML Schema attribute that may be placed on an element or concept. The attribute "abstract" may have a value of TRUE or FALSE. If the value is TRUE, the element (or concept) is said to be "Abstract". That means that the concept may NEVER appear within an instance document.

• **LINKBASES**

As all the financial terms and concepts are interrelated and integrated to each other, there is a need to describe interactions between financial concepts. This is to define whether there is any relationship between assets and say receivables and if there is, how it looks in terms of accounting knowledge and create references for elements to express to which accounting act they apply to. To do that, XBRL also has a well-developed set of linkbases that define element relationships and hierarchies. Linkbases provide descriptions of connections between elements by localizing them and defining the type of relationships. Each of the five linkbases explained below contains definitions of different types of relations.

**Presentation:** Describes hierarchies and parent-child relationships for financial reporting.

**Calculation:** Contains business rules; e.g., item summation for "footing" and accounting aggregates.

**Definition:** Describes required attributes, general conceptual descriptions with specific inheritance rules, aliases.

**Label:** Label definitions, including language translations

**Reference:** Links to specific references, including external rulings and documentation.

• **TAXONOMY EXTENSION**

Taxonomies define elements and their relationships between them according to particular standards, for example, IFRS (International Financial Reporting Standards). Accounting practices followed all over the world make use of different accounting principles and conventions. Companies are required to include additional concepts usually related to area of their activities or the reporting purpose. XBRL allows such extensions without loss of comparability and integrity of

data. Taxonomy extension helps in adding an element that was not described in base taxonomy but is required. Modification (addition or deletion) in the relationship between elements can also be performed.

- **INSTANCE DOCUMENT**

An electronic version of the XBRL-tagged business report is known as instance document that essentially contains factual data. It contains facts that are defined by the elements in the taxonomy it refers to. It also consists of their values and an explanation of the context in which they are placed. In simple terms, it is electronic version of financial statements (such as profit and loss account, balance sheet, cash flow statement or fund flow statement) and other business reports (such as budgets) created within the XBRL environment. If one had to compare and analyse the financial performance, say of five large companies, it could easily take anyone some days. However, once a set of financial statements are converted into an XBRL Instance document, it can be compared with 100 other such XBRL Instance documents instantly.

- **DTS (DISCOVERABLE TAXONOMY SET)**

Different taxonomies will be required for different business reporting purposes. Some national jurisdictions may need their own reporting taxonomies to reflect local accounting and other reporting regulations. For this purpose DTS is available. DTS refers to the group of extended and public taxonomy schemas and linkbases that come together to support an XBRL instance document. In other words it contains one or more taxonomies i.e. a number of schemas together with linkbases related to them. This term was developed as taxonomies become more complicated and more closely related to each other.

- **FOOTNOTE**

On instance documents footnotes are available that provides additional information for some of the elements. For example, in a business report, several concepts refers to the statements "for more information see disclosures of assets", then linkages between them and a footnote element containing this block of text can be created.

## DIFFERENCE BETWEEN XBRL AND XML

XBRL expands the scope of XML beyond element tag syntax to include standardized metadata (data about data) attributes related to financial reporting concepts—e.g., financial reporting elements typically incorporate an attribute to signify a debit or credit balance. XML support metadata as it provides some information about the data as format of data, valid values and relationships between data elements. However, XBRL captures a greater breadth and variety of information about the data. It can confine and represent information about relationships (hierarchical and non-hierarchical), presentation formats, calculations and rules. XBRL enables software to enforce relationships that XML could not. In comparison to XML, XBRL requires data elements to be normalized so that data can be easily stored and managed in a relational database or a spreadsheet.

**WITHOUT XBRL** – Electronic financial information flows from an organization's finance department to regulators, analysts, investors and other interested parties. Companies first submit plain-text financial reports then convert those documents' data into Hyper Text Markup Language (HTML) format and post them on the Web for public viewing. Finally, companies reconvert those data into various formats that enable investors and financial analysts to scrutinize key performance indicators and other criteria. This fragmented process is both labour-intensive and error-prone.

**WITH THE AID OF THE XBRL TOOL** – Companies can transmit their financial data accurately and directly from their enterprise resource planning software and other systems into XBRL-enabled worksheets that are more quickly available for review by third parties. In fact, with the tool, automated processes pull these data from various designated systems directly into Excel-based and Word-based document summaries, such as financial statements that users can organize for analysis. These same documents also can be readily exchanged between disparate data repositories, such as finance and tax systems. It is easy to see the tool's advantages over the current, largely manual process of manipulating various data formats.

## BENEFITS OF XBRL

XBRL has improved the way information is shared. XBRL offers major benefits at all stages of business reporting and analysis. With the help of XBRL, trade-offs can be achieved between "reach" and "richness" of data. Here, reach refers to access to data and richness to quantity, timeliness, accuracy and type of data. It is so because particular information that might in the past have taken hours can be read, processed and analysed with XBRL in a fraction of a second. The benefits are seen in greater accuracy, better data management, time saving, reusing data; data validation, easier document reading and decision-making. Those who stand to benefit include all who collect business data, including governments, regulators, economic agencies, stock exchanges, financial information companies, accountancy software vendors, the financial services industry, investor relations companies and the information technology industry and the like, and those who produce or use it, including accountants, auditors, company managers, financial analysts, investors and creditors. XBRL is thus emerging to make it much easier for CEOs, CFOs, CIOs, investors & regulators while giving opportunities for financial analysts/consultants and software developers to enhance their productivity. The widespread benefits of using XBRL are summed up as follows:

**Companies** will be able to eliminate the effort required to prepare financial statements in different formats for different agencies. The companies can use XBRL to save costs and streamline their processes for collecting and reporting financial information. By using XBRL, companies and other producers of financial data and business reports can automate the processes of data collection. For example, data from different company divisions with different accounting systems can be assembled quickly, cheaply and efficiently if the sources of information have been upgraded to using XBRL. Once data is gathered in XBRL, different types of reports using varying subsets of the data can be produced with minimum effort. A company's finance division, for example, could quickly and reliably generate internal management reports, financial statements for publication, tax and other regulatory filings, as well as credit reports for lenders. Not only can data handling be automated, removing time-consuming, error-prone processes, but also the data can be checked by software for accuracy. Small businesses can benefit alongside large ones by standardizing and simplifying their assembly and filing of information to the authorities. Regulatory agencies all over the world can decrease the cost of regulation while enhancing the regulatory process.

**Banks and Financial Institutions** will be able to save costs by cutting down on the time taken to process information and to track financial performance of their customers. It also helps banks in determining credit appraisal of their corporate borrowers. Software tools built on top of the XBRL framework enable financial analysts to undertake comparative analyses of companies instantly. It is also well-suited to assist banks in coping with Basel II requirements (international standards for capital reserves and risk management); in part because of the traceability of data back to the originating transactions.

**Investors** will benefit, as XBRL will enable the customization of financial information to suit their specific requirements. For instance, software capable of downloading XBRL formatted information and instantly presenting all the relevant financial ratios will become available to help investors to make wise decisions. XBRL offers instant, accurate, unambiguous flow of information to the capital markets. It decreases the vulnerability of publicly disclosed financial information and will combat misinterpretation and misrepresentation. Business information can be translated into multiple languages by data consumers around the globe. Specific, pertinent pieces of information can be sought and extracted from lengthy reports, and financial data becomes easier for investors and analysts to examine.

## XBRL IN INDIA

India, running on the path of developing economies is also not untouched by new IT innovations and revolutions like XBRL. The Ministry of Corporate Affairs, the Reserve Bank of India, the Securities Exchange Board of India and Insurance Regulatory and Development Authority have set up initiatives for development of XBRL in India. The RBI has been encouraging banks to develop an integrated approach to managing risk resulting from innovations in financial products as well as technological advancements and undertake stress-testing exercises, both for liquidity and for credit risk management. In this context, the availability of reliable information is crucial for banks and regulators of the banking system. The RBI took the first step in the direction of a more efficient financial data reporting system by implementing the online returns filing system. Another important step was the adoption of XBRL-based data reporting for Basel II reports from banks. Until recently, a company listed on the Bombay and national stock exchanges had to file time-sensitive information with two of these exchanges in addition to SEBI's electronic data filing system. Now, with XBRL, companies may file at only one corporate filing platform and three of bodies will access this. SEBI has also

embarked upon developing a Platform for XBRL based filing from all listed Companies in India. The Ministry of Corporate Affairs (MCA), Government of India (GoI) has decided to implement Extensible Business Reporting Language (XBRL) for all companies in India from 2011. Ministry of Corporate Affairs is actively pursuing implementation of XBRL based filing for MCA 21 (e-Governance project). XBRL India is the Indian Jurisdiction of XBRL International. Members of XBRL India include regulators, stock exchanges, software companies and others. XBRL India has developed draft General Purpose Financial Reporting XBRL taxonomy for Commercial and Industrial Companies. It is currently developing XBRL Taxonomy for the banking sector. The main objectives of XBRL India are to promote and encourage the adoption of XBRL in India as the standard for electronic business reporting in India, to facilitate education and marketing of XBRL, to develop and manage XBRL taxonomies, to keep the developed XBRL taxonomies updated with regard to international developments, to represent Indian interests within XBRL International and to contribute to the international development of XBRL.

XBRL has not yet made a major impact on financial and business reporting in India, but moves are afoot to bring the country at par with developments in the rest of the world. The impetus for the adoption of this technology in the country is likely to come from two sources: pressure from regulators and the need for intra-company reporting of information. India, a late adopter, is slowly but surely moving in the same direction.

## XBRL CHALLENGES

XBRL to become a worldwide standard for the preparation and dissemination of financial information has to go by many challenges. XBRL fast adoption is difficult to achieve in short run. It is due to the fact that organizations have to interchange and reuse XBRL information across several atmospheres. To attain common acceptance of XBRL visual integrity between presentation and the XBRL data must be maintained to preserve the intent and context of the data. To start, information exchanged using XBRL must be understandable and usable by both individuals and systems without assistance of XBRL technical experts. Users of financial information want a reporting system that reduces the cost of reporting to numerous organizations, while at the same time improves the consistency and integrity of the reported data across reporting surroundings. Data should be easier to focus on analysis, forecasting, and decision-making rather than the time-consuming tasks of gathering, compiling, and preparing data. To accomplish this, there is a need of integrated global infrastructure that ensures the presentation layer of the report (the part that individuals use) is verifiably the same as the XBRL data layer (the part that systems use). To provide friendly environment to work with there is a standard need to protect the integrity and validity of the XBRL data once it is created or to easily reconcile it with physical representations of the information.

## CONCLUSION

XBRL is set to become the standard way of recording, storing and transmitting business financial information. It is capable of use throughout the world, whatever the language of the country concerned, for a wide variety of business purposes. It will deliver major cost savings and gains in efficiency, improving processes in companies, governments and other organizations. XBRL enables companies to save time and money to manually prepare and avoiding manual tasks like entering financial data into computer databases. It helps to eliminate the possibility of errors that can creep in when manual processes like entering data repeatedly are required. It allows them to focus on the analysis of data and decision making, rather on the collection of data. They are able to concentrate effort on analysis, aided by software which can validate and manipulate XBRL information. The use of XBRL does not imply an enforced standardization of financial reporting. On the contrary, the language is a flexible one which is intended to support all current aspects of reporting in different countries and industries. Its extensible nature means that it can be adjusted to meet particular business requirements, even at the individual organization level. One more thing is that XBRL imposes no burden on what information one party must provide to another. XBRL is simply a tool, a means of exchanging information if you are required to do so. It does make a few new things possible, but XBRL is not about imposing any specific reporting burden. Going forward, XBRL is likely to emerge as the mandatory global standard for financial reporting.

## REFERENCES

### JOURNAL AND OTHER ARTICLES

1. Bonsón Enrique, Cortijo Virginia, Escobar Tomas, Flores Francisco, Monreal Sergio , "Solvency II and XBRL: new rules and technologies in insurance supervision", *Journal of Financial Regulation and Compliance*, (2010, Volume: 18 Issue: 2).
2. Court John, "Corporate governance: Better financial markets – the technical dimension", *Balance Sheet*, (2004, Volume: 12 Issue: 5).
3. Hoffman, C., Pippert, B., & Walenga, P., "Business case for XBRL", *UBMatrix, Inc.*, (2005, August 25).
4. Jones Alison, Willis Mike, "The challenge of XBRL: business reporting for the investor", *Balance Sheet*, (2003, Vol. 11 Issue: 3, pp.29 – 37).
5. Lok Tin Yuen, Yue Wefield Lee, Sau Mui Lau, "From unstructured HTML to structured XML: how XML supports financial knowledge management on the Internet", *Library Hi Tech* (2001, Volume: 19 Issue: 3).
6. Pinsker Robert, "XBRL awareness in auditing: a sleeping giant?", *Managerial Auditing Journal*, (2003, Vol. 18 Issue: 9, pp.732 – 736).
7. Premuroso Ronald F. and Bhattacharya Somnath, "Do early and voluntary filers of financial information in XBRL format signal superior corporate governance and operating performance?", *International Journal of Accounting Information Systems* (2008, Volume 9, Issue 1, March 2008, Pages 1-20).
8. Troshani Indrit, Doolin Bill, "Innovation diffusion: a stakeholder and social network view", *European Journal of Innovation Management* (2007, Volume: 10 Issue: 2).
9. Troshani Indrit, Lymer Andy, "Translation in XBRL standardization", *Information Technology & People* (2010, Volume: 23 Issue: 2).
10. Wallace Andrew, "The new language of financial reporting", *Balance Sheet* (2001, Volume: 9 Issue: 2).

### WEBSITES

11. Accelerating XBRL Adoption. Adobe Systems Incorporated. retrieved from [http://www.adobe.com/financial/pdfs/xbrl\\_wp.pdf](http://www.adobe.com/financial/pdfs/xbrl_wp.pdf)
12. <http://www.iasb.org>
13. <http://www.ifrs.org>
14. <http://www.mca.gov.in/>
15. <http://www.rbi.org.in>
16. <http://www.sebi.gov.in>
17. <http://www.xbrl.org>
18. Improving Communication to Investors with XBRL. Retrieved from <http://xbrl.us/Learn/Documents/InvestorCommunications.pdf>
19. Tesnière Bruno, Smith Richard and Willis Mike, "XBRL: One standard – many applications". The journal "Tackling the key issues in banking and capital markets" Retrieved from [http://www.pwc.com/en\\_GX/gx/xbrl/assets/pwc\\_xbrl\\_one\\_standard\\_many\\_applications.pdf](http://www.pwc.com/en_GX/gx/xbrl/assets/pwc_xbrl_one_standard_many_applications.pdf)
20. XBRL Fundamentals. Retrieved from <http://www.ifrs.org/XBRL/Resources/Fundamentals.htm>

## **REQUEST FOR FEEDBACK**

**Dear Readers**

At the very outset, International Journal of Research in Commerce and 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 i.e. [infoijrcm@gmail.com](mailto: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](mailto:infoijrcm@gmail.com).

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

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

**Academically yours**

Sd/-

**Co-ordinator**

## 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*

