

# INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION AND MANAGEMENT

**CONTENTS** 

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	INTERDEPENDENCE OF VALUE CHAIN LINKS: A TALE OF THREE CITIES MUHAMMAD RIZWAN SALEEM SANDHU	1
<b>2</b> .	PEOPLE IN MARKETING OF MANAGEMENT INSTITUTE: A STUDY OF INDIAN CONTEXT DR. RAJESH.S.MODI	9
3.	INTERNATIONAL SMALL - SCALE FOREST CARBON SEQUESTRATION PROGRAM AND ITS IMPACT ON THE LIVELIHOOD OF LOCAL PEOPLE: EVIDENCES FROM CENTRAL KENYA DEREJE TEKLEMARIAM GEBREMESKEL	14
4.	ANALYSIS OF MARKET AND COMPETITORS TO IDENTIFY TRENDS FOR STRATEGIC MARKETING DR. R. K. SRIVASTAVA & S. T. SALUNKE	23
5.	BIO DEGRADABLE SOLID WASTE MANAGEMENT IN BANGALORE CITY M. P. KALIAPERUMAL	29
6.	ATTITUDE TOWARDS THE ENVIRONMENT AND GREEN PRODUCTS: AN EMPIRICAL STUDY DR. D S CHAUBEY, SIDHESWAR PATRA & DR. SAURABH JOSHI	34
7.	CORPORATE GOVERNANCE AND BUSINESS ETHICS M. SUBRAMANAYAM, DR. HIMACHALAM DASARAJU & KOTA SREENIVASA MURTHY	42
8.	PERFORMANCE MANAGEMENT SYSTEM FOR EMPLOYEES OF IT SECTOR IN CHENNAL J. JERLIN VIOLET & DR. S. N. GEETHA	49
9.	A STUDY ON QUALITY OF WORK LIFE IN TAMILNADU NEWSPRINT AND PAPER LIMITED, KARUR DR. V. MOHANASUNDARAM	53
<b>10</b> .	JANTAR MANTAR ON 'UNESCO' WORLD HERITAGE LIST UNIQUE SELLING PROPOSITION SUNIL KAKKAR, DR. T. N. MATHUR & DR. TAPASYA JULKA	59
11.	XMOWL MODEL: SUPERVISED APPROACH TO TRANSFORM SYNTACTIC MODEL TO SEMANTIC MODEL SHIKHA SINGH & DR. U. S. PANDEY	63
12.	CRM PRACTICES OF TWO INDIAN E-BUSINESS FIRMS AND EVALUATION OF THEIR COMPETITIVE ADVANTAGE THROUGH RBV DIBYENDU CHOUDHURY & DR. SASMITA MISHRA	70
13.	ANALYSIS OF DEPOSITS, ADVANCES AND PROFITS OF HDFC BANK: SPECIAL FOCUS ON PRE AND POST MERGER ERA DR. NARAYAN C. BASER & DR. MAMTA BRAHMBHATT	80
14.	FINANCIAL STRENGTH - A STUDY OF REDINGTON INDIA LIMITED, TRICHY, TAMIL NADU S. CHRISTINA SHEELA & DR. K. KARTHIKEYAN	85
15.	A STUDY ON THE MANAGEMENT ACTION PROFILE OF THE TRIBALS IN THE NILGIRIS DISTRICT OF TAMIL NADU K., MALAR MATHI, AMUL RAJ.K.T. & EBENEZER PAUL RAJAN	91
<b>16</b> .	STRATEGICAL IMPACTS ON GLOBAL BRANDING C. S. JAYANTHI PRASAD	94
17.	A STUDY ON DEPLOYMENT OF EFFECTIVE MICRO FINANCE FOR WOMEN EMPOWERMENT DR. P. ANBUOLI	100
<b>18</b> .	A STUDY OF HRD PRACTICES IN AUTO COMPONENT COMPANIES IN HARYANA SACHIN MAHESHWARI & S P AGARWAL	105
19.	GREEN HEALTH MANAGEMENT FOR EMPLOYEES IN I.T. AND BPO SECTORS, USING SHARON SCHEMA WITH CHRISTINA THEORY N. AKBAR JAN & T. SHANTHA KUMAR	108
20.	WHETHER BSE SENSEX (BSE30) AND BSE NATIONAL INDEX (BSE 100) ARE COINTEGRATED? R. KUMARA KANNAN	113
21.	A STUDY ON ROLE OF SHG'S IN DEVELOPMENT OF WOMEN ENTREPRENEUR DR. SAVITA TRIVEDI	116
22.	PERCEPTION TOWARDS ADVERTISEMENTS AND ITS IMPACT ON SOCIETY - AN EMPIRICAL ANALYSIS R. MAHARA JOTHI PRIYA, DR. R. DHANALAKSHMI & DR. K. PONGIANNAN	119
23.	PERCEPTION OF CUSTOMERS TOWARDS SERVICES OF BRANCHES OF NATIONALISED COMMERCIAL BANKS OF SEMI URBAN AREAS WITH SPECIAL REFERENCE TO E-TECHNOLOGY BIDYUT JYOTI BHATTACHARJEE	126
24.	SHORT SEA SHIPPING - POTENTIALS, BENEFITS AND CHALLENGES IN INDIA M. SARAVANAN	130
<b>25</b> .	DETERMINANTS OF CAPITAL STRUCTURE DECISION IN INDIAN MANUFACTURING INUDUSTRIES - AN EMPIRICAL ANALYSIS DR. V. MOHANRAJ	139
	REQUEST FOR FEEDBACK	143

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., Open J-Gage, India as well as in Cabell's Directories of Publishing Opportunities, U.S.A. Circulated all over the world & Google has verified that scholars of more than Hundred & Five 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

ii

# <u>CHIEF PATRON</u>

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

MOHITA

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

# ADVISORS

PROF. M. S. SENAM RAJU Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi PROF. S. L. MAHANDRU Principal (Retd.), Maharaja Agrasen College, Jagadhri

# EDITOR

PROF. R. K. SHARMA Dean (Academics), Tecnia Institute of Advanced Studies, Delhi

# CO-EDITOR

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

# EDITORIAL ADVISORY BOARD

DR. AMBIKA ZUTSHI Faculty, School of Management & Marketing, Deakin University, Australia DR. VIVEK NATRAJAN Faculty, Lomar University, U.S.A. DR. RAJESH MODI Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

PROF. PARVEEN KUMAR Director, M.C.A., Meerut Institute of Engineering & Technology, Meerut, U. P.

PROF. H. R. SHARMA

Director, Chhatarpati Shivaji Institute of Technology, Durg, C.G.

**PROF. MANOHAR LAL** 

Director & Chairman, School of Information & Computer Sciences, I.G.N.O.U., New Delhi

**PROF. ANIL K. SAINI** 

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

PROF. R. K. CHOUDHARY

Director, Asia Pacific Institute of Information Technology, Panipat

DR. ASHWANI KUSH

Head, Computer Science, University College, Kurukshetra University, Kurukshetra

DR. BHARAT BHUSHAN

Head, Department of Computer Science & Applications, Guru Nanak Khalsa College, Yamunanagar

INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

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

www.ijrcm.org.in

DR. VIJAYPAL SINGH DHAKA Head, Department of Computer Applications, Institute of Management Studies, Noida, U.P. DR. SAMBHAVNA Faculty, I.I.T.M., Delhi DR. MOHINDER CHAND Associate Professor, Kurukshetra University, Kurukshetra DR. MOHENDER KUMAR GUPTA Associate Professor, P. J. L. N. Government College, Faridabad DR. SAMBHAV GARG Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana DR. SHIVAKUMAR DEENE Asst. Professor, Government F. G. College Chitguppa, Bidar, Karnataka DR. BHAVET Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana

# ASSOCIATE EDITORS

PROF. ABHAY BANSAL Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida PROF. NAWAB ALI KHAN Department of Commerce, Aligarh Muslim University, Aligarh, U.P. DR. ASHOK KUMAR Head, Department of Electronics, D. A. V. College (Lahore), Ambala City ASHISH CHOPRA Sr. Lecturer, Doon Valley Institute of Engineering & Technology, Karnal SAKET BHARDWAJ Lecturer, Haryana Engineering College, Jagadhri

# <u>TECHNICAL ADVISORS</u>

AMITA Faculty, Government H. S., Mohali MOHITA Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadhola, 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

# <u>SUPERINTENDENT</u>

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; Business 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; 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 addresses, <u>infoijrcm@gmail.com</u> or <u>info@ijrcm.org.in</u>.

# **GUIDELINES FOR SUBMISSION OF MANUSCRIPT**

1. COVERING LETTER FOR SUBMISSION:

THE EDITOR

IJRCM

## Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF

(e.g. Computer/IT/Finance/Marketing/HRM/General Management/other, please specify).

DEAR SIR/MADAM

Please find my submission of manuscript titled '\_

' for possible publication in your journal.

DATED:

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 anywhere.

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

#### NAME OF CORRESPONDING AUTHOR:

Designation:

Affiliation with full address & Pin Code:

Residential address with Pin Code:

Mobile Number (s):

Landline Number (s):

E-mail Address:

Alternate E-mail Address:

- 2. **INTRODUCTION**: Manuscript must be in British English prepared on a standard A4 size paper setting. 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 the every page.
- 3. MANUSCRIPT TITLE: The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.
- 4. **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.
- 5. 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.
- 6. **KEYWORDS**: Abstract must be followed by 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.
- 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 be in a 8 point Calibri Font, single spaced and justified.
- 10. **FIGURES &TABLES:** These should be simple, centered, separately numbered & self explained, and titles must be above the tables/figures. 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. It must be single spaced, and at the end of the manuscript. 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 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.

### 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.

# WEBSITE

Garg, Bhavet (2011): Towards a New Natural Gas Policy, Economic and Political Weekly, Viewed on July 05, 2011 http://epw.in/user/viewabstract.jsp

# FINANCIAL STRENGTH - A STUDY OF REDINGTON INDIA LIMITED, TRICHY, TAMIL NADU

# S. CHRISTINA SHEELA ASSOCIATE PROFESSOR DEPARTMENT OF MANAGEMENT STUDIES INDRA GANESAN COLLEGE OF ENGINEERING, TRICHY - 620 012

# DR. K. KARTHIKEYAN ASSOCIATE PROFESSOR DEPARTMENT OF MANAGEMENT STUDIES SARATHAN COLLEGE OF ENGINEERING TRICHY - 620 012

## ABSTRACT

The researcher carried out the study with the objective of finding out the financial strength of REDINGTON INDIA LIMITED for the financial year 2006-2010. The researcher is interested in finding out the major factors that determine the financial performance of the organization. The researcher carried out the study with Analytical type of research design in the study with the help of secondary data collection method. For this purpose the researcher took past 5years balance sheet into consideration. The data is checked out for the validity and reliability before conducting the study. The researcher used the following financial tool namely ratio analysis, Cash Flow Analysis and also statistical tools such as correlation. "Z" Score Model is used out to find the financial Strength of the company. The study reveals that the financial strength is satisfactory. Ratios help to summarize large quantities of financial data to make quantitative judgment about the financial performance of the firm's. Altman Z-Score analysis value is 4.96 from the year 2005-06 to 2009-10. Comparing the Altman guidelines for the healthy zone analysis the company is running in too healthy zone. It means its financial health is viable and its position of financial strength is not to fall. This paper introduced a new approach for performance evaluation – "Z" Score Model. The major contribution of this paper is the use of ratio used in financial analysis to tackle the problems of sample size and distribution uncertainty.

### **KEYWORDS**

Financial Performance, Ratio Analysis, Cash Flow Analysis, Z-Score Model.

### INTROUCTION

The IT distribution industry in India has evolved rapidly over the past decade. It has undergone major transformation during this period in terms of the number of products, distributors and resellers, channel and vendor expectations. The IT distribution industry is witnessing growth fuelled by investment in the IT and ITES sector, increasing need for automation and information technology in all industries, increases in communication and computing infrastructure spending and increased internet usage in India.

The fast growth in IT hardware market is supplemented by adequate support system in place to sustain in the growth. As a result, the IT hardware services business is also on a growth phase. Hardware services are provided by authorized and unauthorized / third party services providers. Authorized service provider meets manufacturers' requirement like training, warranty tracking mechanism, minimum parts stock levels to meet the delivery commitment, escalation process, customer feedback, customer satisfaction etc. authorized service agent specializes on particular models where as unauthorized service

Agent attends to all models without formal training. Some of the manufactures undertake servicing of their products directly. However, since the cost involved in providing this support function is high, they are present in limited cities and authorized service providers like us to cater to the needs of the customers in all locations, including the cities where they are present.

Financial Analysis is the process of identifying the financial strengths and weaknesses of the firm, by properly establishing the relationships between the items of the profit and loss account and balance sheet. These financial statements provide valuable insights into a firm's performance. Financial analysis may be done for a variety of purposes, which may range from a simple analysis of the short –term liquidity position of the firm to comprehensive assessment of strengths and weaknesses of the firm in various areas. It is helpful in assessing corporate excellence, judging credit worthiness, forecasting bond ratings, predicting bankruptcy and assessing market risk. Financial Ratios calculated with the help of information extracted from the financial statements play an important role in analyzing the financial performance of a firm. In this study, the financial performance for the last 5 years is assessed through 'Ratio analysis' and the required data are obtained from the annual accounts of REDINGTON INDIA LIMITED TRICHY.

# **REVIEW OF LITERATURE**

James Hutchinson (2010)<sup>1</sup>, He realizes that about the long term debt to equity ratio of a Business. The ratio of these numbers tells a lot about the business. It is calculated by taking the debt owed by the company and divided by the owner's equity, also known as capital. The debt number may include all liabilities, or just long term debt.

Jo Nelgadde (2010)<sup>2</sup>, in this article he briefly about the asset management ratio. It divided into different types of categories. He state that about the used to analyze accounts receivable and other working capital figures to identify significant changes in the 12 company"s operations and financial accounts. He said that there are two categories about this ratio such as account receivable turnover and average age of account receive. He measurement the ratio as, Accounts receivable turnover = Sales / Average Accounts receivable. Average age of accounts receivable/ collection period = 365 days / Accounts receivable Turnover.

**Gopinathan Thachappilly (2009)**<sup>3</sup>, he shows that the EPS is computed by dividing the company's earnings for the period by the average number of shares outstanding during the period. He discuss that Stock analysts regularly estimate future EPS for listed companies and this estimate is one major factor that determines the share's price. Price/Earnings (PE) Ratio = Stock Price per Share / Earnings per Share (EPS).Hence, many investors prefer the Price/Sales ratio because the sales value is less prone to manipulation. Price/Sales (PS) Ratio = Stock Price per Share / Net Sales per Share. The Dividend Yield, The dividend yield ratio annualizes the latest quarterly dividend declared by the company Dividend Yield = Annualized Dividend per Share / Stock Price per Share

**Gopinathan Thachappilly (2009)**<sup>4</sup>, in this articles he express about Debt to Equity Ratio (Debt Capital Ratio) = Total Liabilities / Shareholders' Equity. Capitalization (Term Debt Ratio) = Long-term Debt / (Long-Term Debt + Shareholders' Equity).Interest Coverage Ratio = Profit before Interest and Taxes (PBIT) / Interest Expense. Simultaneously, debt ratios and the related interest coverage ratio checks the soundness of a company's financing policies. One the one hand, use of debt funds can enhance returns to owners. On the other hand, high debt can mean that the company will find it difficult to raise funds during lean periods of business.

Lucia Jenkins (2009)<sup>5</sup>, Understanding the use of various financial ratios and techniques can help in gaining a more complete picture of a company's financial outlook. He thinks the most important thing is fixed cost and variable cost. Fixed costs are those costs that are always present, regardless of how much or how little is sold. Some examples of fixed costs include rent, insurance and salaries. Variable costs are the costs that increase or decrease in ratios proportion to sales. James Clausen (2009)<sup>6</sup>, He denotes that about the total asset ratio. The calculation uses two factors, total revenue and average assets to determine the turnover ratio. When calculating for a particular year, the total revenue for that year is used. Instead of using the year ending asset total from the balance sheet, a more accurate picture would be to use the total average assets for the year. Once the average assets are determined for the same time period that revenue is compared, the formula for calculating the asset turnover ratio is. Total Revenue / Average Assets = Asset Turnover Ratio.

James Clausen (2009)<sup>7</sup>, He state that the Profitability Ratio Analysis of Income Statement and Balance Sheet Ratio analysis of the income statement and balance sheet are used to measure company profit performance. He said the learn ratio analyses of the income statement and balance sheet. He defines the income statement shows the net profit of the company by subtracting expenses from gross profit (sales – cost of goods sold). Furthermore, the balance sheet lists the value of the assets, as well as liabilities. In simple terms, the main function of the balance sheet is to show the company's net worth by subtracting liabilities from assets. He said that the balance sheet does not report profits, there's an important relationship between assets and profit. The business owner normally has a lot of investment in the company's assets.

V. Denadhayalan and Mrs. R. Divya Anbarasi (2007)<sup>8</sup> They have suggested that the Z-score of a sample size remain below the grey area from 1997 to 2007. But in the year 2001-2002 there is in the Z-score. After 2001-02 the decreases in the score in the case that the sample unit is not financially sound and healthy. The sample unit needs to put in the efforts to increase the score. This will help the sample unit to and avoid any damage to its liquidity and solvency position thereby avoiding financial disaster and bankruptcy.

**M. Kannadasan (2007)**<sup>9</sup> an attempt has been made in the present study to have an insight into the examination of financial health of Watch Company in India. To evaluate the financial condition and performance of a company this study use Z-score model which capture the predictive viability of a company's financial health by using a combination financial ratio ultimately predict a score which can be used to determine the financial health of a company. The study concludes that the company overall financial health was good.

Jose M. Moneva. Eduardo Ortas (2010)<sup>10</sup> in his study 'Corporate environmental and financial performance: financial performance in order to show managers how an adequate management of environmental factors could contribute to the financial success of the firm. The results support the idea that enterprises which obtained higher rates of environments performance show better financial performance levels in the future.

John iron (2010)<sup>11</sup> in his study "Financial Statements why it is important for all business?" states that the purpose of financial statements is to give information regarding the financial situation, performance and changes in financial situation of a venture that is helpful to wide range of users in making financial decisions. Financial statements should be comprehensible, appropriate, reliable and comparable. Reported property, liabilities and equity are directly connected to an organization's financial performance.

**Ramachandra Reddy and Yuvaraja Reddy (2007)**<sup>12</sup> examined the financial performance of the selected cement companies in Andhra Pradesh by Market Value added approach. Objective of the study was to examine the effect of return on net worth, capital productivity, labour productivity, earnings per share, economic value added, return on sales return on total assets and cash profit on market value added.

**Dr. Sangeetha Arora and Shubpreet Kaur (2006)**<sup>13</sup> attempted an empirical study on financial performance of Indian Banking Sector in post reforms era. For the purpose of analysis banks have been categorized into private, foreign sector banks, nationalized and State Bank of India and it's associated. A comparatives analysis has been undertaken of the basis of seven key indicators namely return on assets, capital asset risk weathered ratio, non-performing assets level and off-balance sheet operations of scheduled commercial banks form the sector banks have improved considerably when compared with other sectors they are lagging in thrust areas viz, business per employee, profitability and asset quality.

**Dr.T.Satyanarayana chary and Prasad.T (2006)**<sup>14</sup> analyzed the performance of MC Semiconductor Technology Limited – a venture capital unit. They analyzed the performance for a period of 5 years from 2000 to 2004 through liquidity, leverage, activity and profitability ratios. They observed that the overall financial performance of the company is not good over the study period as it combating with the new technologies of IT industry it take 5 to 10 years to prove themselves fixed sources through working capital to be avoided, proper capital mechanism should be deviled and implemented to control the expenditure of the organization and the main objective of shareholders wealth maximization is to achieved by providing at least the minimum rate of return.

S. K. Bagchi (2004)<sup>15</sup> analyzed the "Accounting ratios for risk evaluating". He stated that the commercial banks may lay high stress on some ratios like current ratio, acid test for working capital finance, financial institutions may consider the other ratio more relevant like debt service coverage ratio, cash flow ratio, etc. an investor may give equally importance for both ratios. He stated standard level for various ratios and advised if any company ratio not adequate around the standard show it has high risk.

**Reserve Bank of India** (2003)<sup>16</sup> analyzed the performance of 920 non-government financial and investment companies other than banking insurance and chit fund companies during the year 2001-02. The companies were classified the into six major groups according to their activity viz., share trading and investment holding, loan finance, hire purchase finance, leasing diversified and miscellaneous. It was profits despite a marginal decline in their main income. Growth in profit was due low depreciation provision and other operating expenses compared to the previous year. The profit margin and the return on shareholder funds were higher in 2001-02 than the year 2001-02. The dividend rate was fractionally higher during the period. Profit margin was highest in case of diversified companies followed by share trading and investment holding. External sources like debenture issue, bank borrowings and public deposits were continued to be the major sources of finance. Investment in securities of their Indian companies and mutual funds, loans and advances against hire purchases and other revisable were the important uses of funds during the year.

**Navdeep Aggarwal and Singla.S.K. S. K (2001)**<sup>17</sup> developed a single index model for analyzing the financial performance by using Multi- Discriminate analysis (MDA). The MDA analysis brings the light of most important indicators of financial performance namely inventory turnover ratio, interest coverage ratio, net profit to total assets and earnings per share, these factors were inter-related with inventory turnover, interest coverage, net profit and earnings per share, the discriminate score of net profit to total assets, interest coverage ratio, earnings per share and inventory turnover ratios were 13.1146, 0.2323, 0.0156 and 0.2183 respectively.

**Shergill, G. S., et al. (2000)**<sup>18</sup> examined the market structure and financial controls. They found that there was a negative relationship exists between concentrations to profitability to capital intensity due to ideal capacity and a positive relationship observed between risks and profitability due to efficient management. An ideal manager seeks to achieve high profitability with how variation of earnings.

# PROBLEM DEFINITION

Financial performance analysis is the process of determining the operating and financial characteristics of a firm from accounting and financial statements. The ability of an organization

to analyze its financial position is essential for improving its competitive position in the marketplace. Through a careful analysis of its financial performance, the organization can identify opportunities to improve performance of the department, unit or organizational level. In this context an attempt has been made an analysis of financial performance of IT Company to understand how management of finance plays a crucial role in the growth.

### **RESEARCH GOALS**

The goal of financial performance analysis is to determine the efficiency and performance of firm's management, as reflected in the financial records and reports. The analyst attempts to measure the firm's liquidity, profitability, and other indicators that the business is conducted in a rational and normal way; ensuring enough returns to the shareholders to maintain at least its market value. In this context an attempt has been made an analysis of financial performance of REDINGTON INDIA LIMITED, TRICHY Company to understand how management of finance plays a crucial role in the growth.

## **OBJECTIVES OF THE STUDY**

- To find the financial performance of Redington India limited for the past five years.
- To study the financial soundness in terms of liquidity, Solvency and Profitability.
- To know the efficiency of payables management in the organization.
- To analysis the financial strength of the company.

## **RESEARCH DESIGN**

Research design constitutes the blue print for collection, measurement and analysis of data. The type of research used here is analytical and descriptive. The required data was collected from secondary data like the annual reports of the organization of previous 5 years. The tools used are Ratio Analysis, Cash flow analysis, correlation and Altman Z – Score Model for analyzing financial strength of the company.

#### DATA ANALYSIS RATIO ANALYSIS

					TABLE NO: 1						(R	s. In lakhs)
Year	Current	Liquid	Absolute	Debt Equity	Proprietor	GPR	NPR	OR	STR	DTR	DCP	CTR
	Ratio	ratio	Ratio	Ratio	Ratio							
2005-	2.34	1.43	0.54	0.54	0.54	1.29	0.83	101.48	26.92	10.18	34	27.54
2006									times	times	days	times
2006-	2.40	1.49	0.42	0.59	0.42	1.39	0.90	95.74	21.99	8.90	41	17.43
2007									times	times	days	times
2007-	2.06	1.19	0.46	0.44	0.46	1.79	1.16	95.11	18.42	13.50	27	14.19
2008									times	times	days	times
2008-	1.97	1.31	0.43	0.47	0.43	1.92	1.25	88.70	16.40	9.90	37	11.54
2009									times	times	days	times
2009-	1.77	1.03	0.39	0.56	0.39	2.52	1.64	100.31	21.16	8.94	41	9.97
2010									times	times	days	times

## INFERENCE

The current ratio is increased from 2.34 in 2006 to 2.40 in 2007. The liquid ratio of the company for the past five years is in fluctuating trend (1.43 - 1.03). Though it satisfies the ideal norm 1:1 of liquid ratio it is not satisfactory for the company to have decreasing trend. Absolute ratio indicates does not satisfy the standard ratio of 0.75:1. So the company should improve its cash positions. Debt-equity ratio has increased during the study period it indicates the desirable. Proprietary ratio of the company has decreasing trend. It indicates does not satisfy position. Gross profit ratio has increased during the study period. As the ratio is higher it shows a good management. Net profit ratio has increased in last five years. It indicates the efficiency of the business. The operating profit ratio has decreased in the earlier and increased later during the year study period 2009-2010. The stock turnover ratio has decreased in the earlier and increased later during the year study period 2009-2010. It indicates the debts were collected promptly as the ratio is higher. Creditor's turnover ratio has decreased during the study period. It indicates the utilization of fixed assets has decreased.

# CASHFLOW STATEMENT DURING 2005-06 TO 2009-10

OVERALL CHANGES IN CASH FLOW STATEMENT DURING 2005-06 2009-10

ТАВ	LE NO: 2				(Rs. In Lakhs)
PARTICULARS	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010
Cash flow from operating activities	-2453.22	-12378.9	21353.62	2685.83	8905.75
Cash flow from investing activities	-3904.05	-5534.14	-10226.4	-1294.96	-14821.3
Cash flow from financial activities	8772.07	23987.81	-12749.9	-3554.38	2316.15
Net increase in cash and cash equivalents	2414.80	6074.76	-1622.63	-2163.51	-3599.35
Cash and cash equivalents at the end of the year	3307.10	9381.86	7759.23	5595.72	1996.37

### INFERENCE

The table shows cash flow analysis, the cash from operations for the years 2006 and 2010. This indicates company has spent more on inventories and there is increased receivable, implying that the major portion of cash is locked in the form of inventories and receivables, which in turn will affect the working capital of the firm.

# CORRELATION ANALYSIS

TABLE NO: 3: CORRELATION ANALYSIS DURUNG 2005-06 TO 2009-10

		Reserve & suplus	Secured	Unsecured	Current liabilities	Sales	Current assets
Reserves& surplus	Pearson Correlation	1	.807	340	.956*	.955*	.947*
	Sig. (2-tailed)		.099	.576	.011	.011	.015
	N	5	5	5	5	5	5
Secured	Pearson Correlation	.807	1	691	.922*	.839	.831
	Sig. (2-tailed)	.099		.196	.026	.076	.081
	N	5	5	5	5	5	5
Unsecured	Pearson Correlation	340	691	1	569	250	229
	Sig. (2-tailed)	.576	.196		.317	.686	.711
	N	5	5	5	5	5	5
Current liabilities	Pearson Correlation	.956*	.922*	569	1	.928*	.918*
	Sig. (2-tailed)	.011	.026	.317		.023	.028
	N	5	5	5	5	5	5
Sales	Pearson Correlation	.955*	.839	250	.928*	1	1.000**
	Sig. (2-tailed)	.011	.076	.686	.023		.000
	N	5	5	5	5	5	5
Current assets	Pearson Correlation	.947*	.831	229	.918*	1.000**	1
	Sig. (2-tailed)	.015	.081	.711	.028	.000	
	N	5	5	5	5	5	5

\* Correlation is significant at the 0.05 level (2-tailed).

\*\* Correlation is significant at the 0.01 level (2-tailed)

#### INFERENCE

The above table shows the correlations between six variables. Reserves and surplus is found to be correlated with secured loans. Reserve and surplus had not correlated with unsecured loans and it not significant. Reserve and surplus highly correlated (.956, .955, .947) with current liabilities, sales and current assets and its significant level at (0.01).

Secured loan is found to be correlated with Reserves and surplus. Secured loan had not correlated with unsecured loans. Secured loan is highly correlated (.922) with current liabilities and its significant level at (0.01). Secured loan is correlated with sales and current assets.

Unsecured loan had not correlated with reserves and surplus, secured loan, current liabilities, sales and current assets.

Current liabilities are highly correlated (.956, .922) with reserve and surplus and secured loan and its significant level at (0.01). Current liabilities had not correlated with unsecured loans. Current liabilities are highly correlated with (.928, .918) with sales and current assets and its significant level at (0.01).

Sales are highly correlated (.955) with reserves and surplus and its significant level at (0.01). Sales are correlated with secured loan. Sales are had not correlated with unsecured loan. Sales are highly correlated with current liabilities. Sales are highly correlated (1.00) with current assets and significant level at (0.05).

Current assets are highly correlated with reserves and surplus. Current assets are correlated with secured loan. Current assets are had not correlated with unsecured loan. Current assets are highly correlated (.918, 1.00) with current liabilities and sales and its significant level at (0.01, 0.05).

#### **Z-SCORE MODEL**

### a) RATIO OF WORKING CAPITAL TO TOTAL ASSETS ( $X_1$ ) = $X_1$ = Working capital / Total assets

	TABLE NO : 4 a (Rs. in lakhs)						
Year	Working capital	Total assets	Ratio				
2005-2006	29078.98	83305.48	0.35				
2006-2007	49990.24	127014.09	0.47				
2007-2008	38397.35	124626.34	0.37				
2008 <mark>-2</mark> 009	43945.37	143939.74	0.31				
2009-2010	44454.52	172538.79	0.26				
Average			0.35				

INFERENCE

From the above table shows the ratio of working capital to total assets for the year 2005-2006 to 2009-2010. It is a fluctuating trend. The average ratio is 0.35. b) RATIO OF RESERVES & SURPLUS TO TOTAL SALES ( $X_2$ ) =  $R_2$  = Reserves & surplus / Total sales

TABLE NO: 4 b (Rs. in lakhs)						
Year	Reserves	Sales	Ratio			
2005-2006	30454.61	350595.89	0.09			
2006-2007	45715.67	471256.41	0.09			
2007-2008	49168.29	577100.71	0.08			
2008-2009	53652.13	644961.42	0.09			
2009-2010	59734.15	606615.65	0.10			
Average			0.09			

#### INFERENCE

From the above table shows the ratio of reserves & surplus and total sales for the 2005-2006 to 2009-2010. It shows the desirable of following year. The average ratio is 0.09.

#### c) RATIO OF EBIT TO TOTAL ASSETS (X<sub>3</sub>) X<sub>3</sub> = EBIT / Total assets

	TABLE NO: 4 of	: (Rs.	in lakhs)
Year	Working capital	Total assets	Ratio
2005-2006	4333.15	83305.48	0.05
2006-2007	6562.93	127014.09	0.05
2007-2008	10357.09	124626.34	0.08
2008-2009	12425.11	143939.74	0.09
2009-2010	15315.78	172538.79	0.09
Average			0.07

#### INFERENCE

From the above table shows the ratio of EBIT to total assets for the year 2005-2006 to 2009-2010. It is a fluctuating trend. The average ratio is 0.07. d) RATIO OF EQUITY CAPITAL TO BOOK VALUE OF LIABILITIES ( $X_4$ ) =  $X_4$  = Equity Capital / Book value of Liabilities

	TABLE N	IO: 4 d (Rs.	in lakhs)
Year	Equity Capital	<b>Book value of Liabilities</b>	Ratio
2005-2006	6308.22	42033.42	0.15
2006-2007	7786.57	65895.29	0.12
2007-2008	7786.57	63948.13	0.12
2008-2009	7786.57	78316.56	0.10
2009-2010	7863.6	100093.2	0.08
Average			0.11

#### INFERENCE

From the above table shows the ratio of Equity capital to book value of liabilities for the year 2005-2006 to 2009-2010. It is a fluctuating trend. The average ratio is 0.11.

e) RATIO OF EQUITY CAPITAL TO BOOK VALUE OF LIABILITIES (X5) = X5 = Sales / Total Assets

	TABLE NO: 4 e							
Year	Sales	Total assets	Ratio					
2005-2006	350595.89	83305.48	4.21					
2006-2007	471256.41	127014.09	3.71					
2007-2008	577100.71	124626.34	4.63					
2008-2009	644961.42	143939.74	4.48					
2009-2010	606615.65	172538.79	3.52					
Average			4.11					

(Rs. in lakhs)

INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories

# www.ijrcm.org.in

#### INFERENCE

From the above table shows the ratio of Sales to Total Assets for the year 2005-2006 to 2009-2010. It is a fluctuating trend. The average ratio is 4.11. **ALTMAN Z-SCORE MODEL** 

## Z= 1.2 X<sub>1</sub>+ 1.4 X<sub>2</sub> + 3.3 X<sub>3</sub> + 0.6 X<sub>4</sub> + 1.0 X<sub>5</sub>

#### Where,

Z = Discriminate function score of a firm.

X<sub>1</sub>= Working capital / Total assets

X<sub>2</sub>= Reserves & surplus / Total sales

X<sub>3</sub>= EBIT / Total assets

X<sub>4</sub>= Equity capital / Book value of total liabilities.

X<sub>5</sub>= Sales / Total assets.

Z = 1.2 (average value of  $X_1$ ) + 1.4 (average value of  $X_2$ ) + 3.3 (average value of  $X_3$ ) + 0.6 (average value  $X_4$ ) + 1.1 (average value  $X_5$ )

Z = 1.2 (0.35) + 1.4 (0.09) + 3.3 (0.07) + 0.6 (0.11) + 1.0 (4.11)

= 4.96

## ALTMAN GUIDELINES FOR FINANCIAL HEALTHY ZONE

Situation	Z-Score	Zone	Remarks
I	Below 1.8	Not healthy	If failure is certain and extremely likely and would occur properly with in a period of 2
			years
П	Between 1.8 and	Healthy	Financial viability is considered health. The failure in the situation is uncertain to
	2.99		predict.
Ш	3.0 and above	Too healthy	It financial health viable and not to fall.

#### INFERENCE

From the above Altman Z-Score analysis shows the financial health of the company. The Z-Score value is 4.96 from the year 2005-06 to 2009-10. Comparing the Altman guidelines for the healthy zone analysis the company is running in too healthy zone. It means its Financial health is viable and the its position of Financial strength is not to fall.

## SUGGESTION

- The current ratio is showing a decreasing trend which is obviously very difficult to manage its working capital. Hence the current ratio should be increase by properly handling the current assets and current liabilities.
- Liquid assets are readily available for the company for its day to day needs. So it has an high importance to maintain the liquidity position of the company. Hence liquid assets should be properly maintained.
- The company has maintained increasing trend of the debt-equity ratio to have good solvency position
- The main objective of the company is to maximize the value of shareholders funds so the company has to concentrate with its share capital
- Proper planning is necessary to maintain profitability and liquidity position of the company.
- Higher stock turnover is evidence for the good maintenance of stock into sales which directly increase the net profit of the company.
- The company should reduce giving more credit to its debtors to maintain its working capital.
   The collection period is high bases the current assate are blocked which affect the working capital period of the company and its liquidity of th
- The collection period is high hence the current assets are blocked which affect the working capital position of the company and its liquidity position. It should be avoided.
- The company maintained good credit turnover ratio which enhances the credit worthiness.
- The company mainly depends on current assets and not a fixed asset. The company can do better by improving its fixed assets comparing to sales.
- Cash should be maintained properly reducing credit limits to the debtors and increasing credit limits to the creditors.
- Comparing the Altman guidelines for the healthy zone analysis the company is running in too healthy zone. It means its Financial health is viable and the its position of Financial strength is not to fall.

## LIMITATIONS OF THE STUDY

- The study is only for a period of 5 years from 2005-06 to 2009-10.
- Study exclusively depends on the published financial data, so it is subject to all limitations that are inherent in the condensed published financial statements.
- Financial analysis is based on the statement of the company which suffers from their inherent limitations. Only audited records are considered for analysis.
- The data collected is only one company and this might not be true representation of the population. This is a major limitation of the research.

### CONCLUSION

On studying the financial Performance of REDINGTON INDIA LIMITED for a study period of five years 2005-2006 to 2009-2010, the study reveals that the financial strength and performance satisfactory. Ratios help to summarize large quantities of financial data to make quantitative judgment about the financial strength of the firm's. Thus the company is having constant profit which is the sign of it a good financial strength of the company. Still it can be concentrating more on inventory, debtors, and creditors to enable itself in completing the forthcoming business dynamics.

## REFERENCE

### JOURNALS AND OTHER ARTICLES

- Hutchinson, James (2010), "Long Term Debt to Equity Ratio of a Business: Understand a Company's Value to its Investors and Owners", Journal of long term debt to equity ratio.
- Nelgadde, Jo. (2010). "Debt Collection and Debt Recovery Tools: Using Credit Insurance and Debt Collection Agencies, Journal of debt collection and debt recovery tools.
- Thachappilly, Gopinathan. (2009). "Debt Ratios Look at Financial Viability/Leverage: The Ratio of Debt to Equity Has Implications for Return on Equity". Journal of debt ratios analysis.
- Thachappilly, Gopinathan. (2009). "Financial Ratio Analysis for Performance Check: Financial Statement Analysis with Ratios Can Reveal Problem Areas". Journal of financial ratio analysis for performance evaluation.
- Jenkins, Lucia. (2009). "Contribution Margin and Breakeven Analysis: Determining when a Company will Realize a Profit "", Journal of contribution margin and breakeven analysis
- Clausen, James. (2009), "Basic Accounting 101- Asset Turnover Ratio: Inventory, Cash, Equipment and Accounts Receivable Analysis", Journal of asset turnover ratio.

- Clausen, James. (2009). "Accounting 101 Financial Statement Analysis in Accounting: Liquidity Ratio Analysis Balance Sheet Assets and Liabilities", Journal of financial statement.
- Dr.V.Dheenadhayalan and Mrs. R.Devianabrasi, "Financial Health of Textile Industry- A case study of Lakshmi Textile Industry Itd., Comibatore, January 2007, p.192-197
- M.Kannadhasan," Measuring Financial Health of a public limited company using "Z"-Score model a case study, the Management Accountant, June-2007, p.469-479.
- "Financial Statements why it is important for all business?" an article by John irron (2010)
- Ramachandra Reddy and Yuvaraja Reddy and Yuvaraja Reddy.B. 'Financial performance through Market Value Added Approach, 'The Management Accountant, Vol.42 (1) Jan 2007, pp.56-59
- Dr.Sangeetha Arora and Shubpreet Kaur, "Financial Performance of Indian Banking Sector in post Reforms Fre:A Comparative appraisal of Public, Private and Foreign Sector Banks," Gyan Management, Vol.1(1) July-Dec 2006, pp.35-47
- "Accounting ratios for risk evaluating" is a study conducted by S.K.Bagchi, (july 04, the management account).
- Performance of the financial and investment companies 2001-02", Reserve Bank of India Bulletin, vol VII, NO.8, August 2003, p.56-62
- Dr. Satyanarayana Chary and Prasad T" performance of venture capital undertaking-A case study Udyog pragathi, vol.30, n0.4, Oct-Dec 2006, pp.5-20
- Altman, E. I., (1968) Financial Ratios, Discriminant Analysis and the Prediction of Corporate Bankruptcy, Journal of Finance, 589-609.
- Altman, E. I., Baidya, T. K. N. and Dias L. M. R. (1979) Assessing Potential Financial Problems For Firms in Brazil, Journal of Banking and Finance, 9-24.
- Navdeep Aggarwal and Singla.S.K, "How to develop a single index for Financial Performace", Indian Management, Vol.40 (3) March 2001, pp.59-62.
- Shergill, GS.Maninder.S and Sarkaria, "Market structure and financial performance –AN Indian Evidence with enhances contorls", The Indian Economics
  Joursal, Vol.48 (2), Dec 2000 pp.97-107

## WEBSITES

- www.wikipedia.com
- www.redingtonindia.com



# **REQUEST FOR FEEDBACK**

# **Dear Readers**

At the very outset, International Journal of Research in Computer Application 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-mails i.e. **infoijrcm@gmail.com** or **info@ijrcm.org.in** 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 an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

**Co-ordinator**