

INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & 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.](#), Index Copernicus Publishers Panel, Poland,

[Open J-Gate, India](#) [link of the same is duly available at [Infibnet of University Grants Commission \(U.G.C.\)](#)]

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 & Thirty Two 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

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	SOCIO-ECONOMIC INFLUENCE OF SHARI'AH ON CONSUMERS' MOTIVES AND PERCEPTION IN ZAMFARA STATE, NIGERIA <i>DR. HALIRU BALA</i>	1
2.	EFFECTIVENESS OF COMPUTER ASSISTED INSTRUCTION IN RELATION TO THE LEARNING OUTCOMES OF THE ENGINEERING MANAGEMENT STUDENTS OF UNIVERSITY X <i>MA. TEODORA E. GUTIERREZ</i>	4
3.	IDENTIFYING TECHNOLOGICAL PARAMETERS EFFECTIVE ON COMPETITIVENESS OF SMALL AND MEDIUM-SIZED RESIN COMPANIES ACCORDING TO UNIDO MODEL: CASE STUDY OF IRAN KEATON POLYESTER MANUFACTURING COMPANY <i>EHSAN GHASEMI, SEYED REZA HEJAZI, ABOLGHASEM ARABIOUN & REZA ALIBAKHSHI</i>	6
4.	IMPACT OF ISLAMIC BUSINESS ETHICS ON FAMILY CONSUMPTION DECISION MAKING IN ZAMFARA STATE, NIGERIA <i>DR. HALIRU BALA</i>	12
5.	ETHICAL ISSUES AND CONSUMER PERCEPTION ABOUT BRANDED AND UNBRANDED MILK PRODUCTS: THE EMERGING SCENARIO <i>DR. ASHOK AIMA & NARESH SHARMA</i>	15
6.	SOFTWARE PROJECT MANAGEMENT - BEST PRACTICES <i>DR. K. A. PARTHASARATHY</i>	19
7.	RECALLING ANCIENT WISDOM FOR A SUSTAINABLE DEVELOPMENT <i>DR. PADMA SHANKAR</i>	23
8.	RADIO FREQUENCY IDENTIFICATION (RFID) <i>TANAJI D. DABADE, DR. SHIVAJI U. GAWADE & ALEKHA CHANDRA PANDA</i>	27
9.	SERVICE QUALITY MODELS IN HEALTHCARE - A REVIEW (1990-2010) <i>K. VIDHYA, DR. C. SAMUDHRA RAJKUMAR & DR. K. TAMILIYOTHI</i>	34
10.	A I R E P: A NOVEL SCALED MULTIDIMENSIONAL QUANTITATIVE RULES GENERATION APPROACH <i>SAPNA JAIN, DR. M. AFSHAR ALAM & DR. RANJT BISWAS</i>	45
11.	AN ANALYSIS OF ONLINE IDENTITY MANAGEMENT TECHNIQUES <i>APARAJITA PANDEY & DR. JATINDERKUMAR R. SAINI</i>	53
12.	PAPR REDUCTION OF OFDM BASED ON ADAPTIVE ACTIVE CONSTELLATION EXTENSION <i>NEELAM DEWANGAN & MANGAL SINGH</i>	56
13.	ANALYZING THE OUTPERFORMING SECTOR IN THE VOLATILE MARKET <i>DR. SANDEEP MALU, DR. UTTAM RAO JAGTAP & RAHUL DEO</i>	60
14.	AN ANALYTICAL STUDY OF JOB STRESS AMONG SOFTWARE PROFESSIONALS IN INDIA <i>DR. SURENDRA KUMAR</i>	65
15.	PROCESS FRAMEWORK FOR BUSINESS VALUE ENHANCEMENT BY IMPROVING OPERATIONAL EFFICIENCY <i>RAMAKRISHNAN. N</i>	71
16.	AN OVERVIEW OF SUPPLY CHAIN MANAGEMENT PRACTICES IN INDIAN AUTOMOBILE SECTOR <i>R.VENKATESHWAR RAO</i>	75
17.	AN EMPIRICAL STUDY OF BRAND PREFERENCE OF MOBILE PHONES AMONG COLLEGE AND UNIVERSITY STUDENTS <i>DR. DINESH KUMAR</i>	81
18.	ICT IN BANKING SECTOR: DISASTER AND RECOVERY OF INFORMATION <i>GAGAN DEEP, SANJEEV KUMAR & ROHIT KUMAR</i>	86
19.	CREDIT CARDS AND ITS IMPACT ON BUYING BEHAVIOUR: A STUDY WITH REFERENCE TO RURAL MARKET <i>P.MANIVANNAN</i>	89
20.	EMERGING APPLICATIONS AND SECURITY FOR VoIP: A STUDY <i>HEMA JANDSALAR & DR. B. S. JANGRA</i>	93
21.	SUCCESSION PLANNING IN INDIAN BANKING SYSTEM: A STUDY CONDUCTED AMONG BANK OFFICERS OF COIMBATORE <i>DR. RUPA GUNASEELAN & S.DHANA BAGIYAM</i>	96
22.	A CONCEPTUAL STRUCTURE FOR KNOWLEDGE MANAGEMENT MODEL IN HIERARCHICAL DISTRIBUTED ENVIRONMENT: CASE STUDY OF KNOWLEDGE SHARING AMONG DIFFERENT GOVERNMENT ORGANIZATION WORKING FOR PLANNING AND FACILITATING WATER RESOURCES IN UTTARAKHAND STATE <i>JATIN PANDEY & DARSHANA PATHAK JOSHI</i>	99
23.	A DNA-BASED ALGORITHM FOR MINIMUM SPANNING TREE PROBLEM USING TEMPERATURE GRADIENT TECHNIQUE <i>B.S.E.ZORAIDA</i>	102
24.	MARKET BASKET ANALYSIS: A DATA MINING TOOL FOR MAXIMIZING SALES & CUSTOMER SUPPORT <i>KALPANA BABASO SALUNKHE, MURLIDHAR S. DHANAWADE & SACHIN PATIL</i>	107
25.	FAULT DETECTION IN NETWORKS BASED ON DYNAMIC INTERVAL BASED ACTIVE PROBING <i>BANUMATHI R</i>	110
26.	ISSUES AND CHALLENGES IN ELECTRONIC WASTE <i>DR. KUNTAL PATEL & NIRBHAY MEHTA</i>	113
27.	STUDY ON CSR OF WIPRO, TATA & RIL <i>SHWETA PATEL & ZARNA PATEL</i>	116
28.	EMPOWERING RURAL WOMEN – ROLE OF MICROFINANCE <i>DR. NANU LUNAVATH</i>	119
29.	ROLE OF E-LEARNING IN EDUCATION: A STUDY OF UNIVERSITY OF JAMMU <i>ANJU THAPA</i>	126
30.	ADVERTISING: DO THEY HELP CONSUMERS IN MAKING SOUND PURCHASE DECISIONS? <i>PINKI</i>	130
	REQUEST FOR FEEDBACK	132

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

MOHITA

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

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. S. L. MAHANDRU

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR

PROF. R. K. SHARMA

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

CO-EDITOR

MOHITA

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

EDITORIAL ADVISORY BOARD

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, Chhatrapati 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

DR. VIJAYPAL SINGH DHAKA

Dean (Academics), Rajasthan Institute of Engineering & Technology, Jaipur

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

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

TECHNICAL ADVISORS

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 addresses: infoijrcm@gmail.com or info@ijrcm.org.in.

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, 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.

WEBSITE

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

SUCCESSION PLANNING IN INDIAN BANKING SYSTEM: A STUDY CONDUCTED AMONG BANK OFFICERS OF COIMBATORE

DR. RUPA GUNASEELAN
ASSOCIATE PROFESSOR
BHARATHIAR SCHOOL OF MANAGEMENT & ENTREPRENEUR DEVELOPMENT
BHARATHIAR UNIVERSITY
COIMBATORE

S.DHANA BAGIYAM
RESEARCH SCHOLAR
BHARATHIAR SCHOOL OF MANAGEMENT & ENTREPRENEUR DEVELOPMENT
BHARATHIAR UNIVERSITY
COIMBATORE


ABSTRACT

Succession planning system is used to track high potential employees in an organization for career planning. The researcher has taken an effort to understand and develop an insight on succession planning system in banking system of India. The research intentions include the assessment of promotion facilities and career advancement prevailing in the organisation. It also caters to the future developments in succession planning by analyzing the pitfalls of the present succession planning from the respondents so as to give the succession planning system a global visibility for the aspiring young talented employees of the organisation that have been chosen for the study. A survey research has been done among the bank employees in the Coimbatore District and the implications of the research have brought out employees' expectations for their career progress and subsequently that would help the organizations to give some specific opportunities to the aspiring employees to determine their succession choices.

KEYWORDS

Succession Planning, Talent Assessment, Promotion, job satisfaction, carrerplanning.

INTRODUCTION

uccession planning systems is the creation of a pool of high potential employees that receive specific training and developmental opportunities with the intention of promotion. Organizations that follow succession planning has lot of significant benefits including Standardize, automate, and optimize succession planning. It also facilitates senior management with global visibility into the talent pipeline. It creates overall bench strength by leveraging dynamic talent pools and could help in advanced analytics process, practices across the organization. It equips the system to discover talent, including high performers, deep within the organization to ensure proper retention strategies are in place. It helps in driving engagement by providing career paths for all employees, not just senior management only. It eyes on retaining high performers and infuse fresh ideas into organization by promoting talent mobility. The succession planning system could create as well as establish learning and training plans to strengthen the bench. It also integrates succession planning to broader HR and talent functions for maximum effectiveness.

The global survey of HR leaders conducted by soft scape indicates that the succession planning is currently the least automated talent management process. Almost 67% of companies that employ a succession planning process are still primarily paper based. Within the majority of organizations, today's succession planning efforts are characterized by fragmented, inconsistent, paper-based processes. Conventionally, HR practitioners will spend weeks or months manually scouring different parts of the organization for information needed to build lists and pools of nominees and successors for specific job positions. Similarly, a critical consideration for the succession decision is the opportunity to enhance the diversity of the senior executive team. Several executives cautioned that relying too much on the hierarchy to identify likely successors (replacement planning) severely limits opportunities to enhance senior management diversity in the major finding as reported by practitioners and researchers.

REVIEW OF LITERATURE

(Gorne, 1998; Levitt, 2005; Miller, 1998; Ross, 2004). Historically, succession planning focused on the transitions within family owned businesses, For the past 10 years, succession planning has become a major initiative within many organizations, Succession planning has been practiced more systematically in a large number of organizations at levels beyond just senior management . It helps Succession planning for the organizational actions how the talent persons prepared to the next position.

(Garman & Glawe, 2004). Succession planning has been practiced more systematically in a large number of organizations at levels beyond just senior management. In fact, estimates suggest that 40% to 65% of companies have implemented a succession planning process .As a caveat, it should be noted that the samples for the Garman and Glawe research were from previous studies that had limited scope in terms of diversity of businesses.

(Hewlett & Luce, 2005). Recent articles have focused on planning for CEO succession keeping talented women on the path for future leadership positions refer to as "building the leadership pipeline."

(Nyce & Schieber, 2001). Across many disciplines, researchers have struggled to understand the conditions that facilitate individuals fully engaging their will when taking certain actions. In the context of work, this evolved to how do organizations fully engage their employees so that they can contribute their maximum value. In the shift from the Industrial Age to the Knowledge Age, organizations have struggled more with how to fully engage employees in their work (Axelrod et al., 2000). In addition to a reduction of talented employees, In order to fully appreciate why succession planning has become such a substantial priority for organizations, it is essential to understand how top management is viewing talent. As previously discussed, managers feel that it is becoming increasingly difficult to attract and retain talented employees the importance of qualified managers is magnified. In a survey of 410 executives at companies in the United States, the best 20% of managers were estimated to increase productivity by 40%, increase profit by 48%, and increase sales revenue by 67% Demographics are also changing the way in which organizations conceptualize the work force. The baby boomers, a large demographic group of individuals born between 1946 and 1964, are becoming eligible for retirement

(Chambers, Foulon, Handfield-Jones, Hankin, & Michaels, 1998). As our countries economy grows It is more complex for employees (i.e.) due to the industrial development to face the challenges, there will be also in the demand for the more sophisticated employee who posses global business, technical literacy, multiculturalism, and entrepreneurialism. For that succession planning helps to retain the key talented person in the organisation.

(Collins & Porras, 1997; Guthridge, Komm, & Lawson, 2006). In sum, because high quality managers have more economic impact and are becoming more difficult to find, managing talent is an increasingly high priority for organizations. Many organizations are addressing this challenge through the process of succession planning.

(Rothwell& Friedman, 2002). The organizational strategy must drive how the organization approaches managing talent and the succession process. For example, an organization that is strategically attempting to double in size over the next 10 years will need to plan for the accelerated development and back filling of positions as employees move to these newly created positions. In contrast, an organization more intent on maintaining its position in the market place, will need to plan for succession from the standpoint of normal attrition and retirements of key position holders. As with many organizational initiatives, senior leadership support is crucial

(Ciampa et al., 2005 et al) There have been tremendous discussion in the business literature regarding how to build a strategic workforce and succession planning has often emerged as the answer In fact, to some, succession planning is the only answer. In the bestseller *Built to Last*, the authors refer to a culture of succession planning not only as a habit of visionary companies, but the unifying factor.

OBJECTIVE OF THE STUDY

1. To analyse factors influencing the difference in opinion between the managers and subordinates towards succession planning.
2. To analyse factors influencing the difference in opinion between the male and female employees towards succession planning

HYPOTHESIS

- H1: There is no significant difference of the mean scores of Succession planning among the managers & subordinates
 H2: There is no significant difference in the mean scores of Succession planning among the male and female employees.

RESEARCH METHODOLOGY

The study has a descriptive research design. Area of the study includes public, private, globalized bank in Coimbatore district. It is finite population; the population size in the top management level is 1050. 25 banks have been selected using simple random sampling. The size of the sample is 97 top and middle level officers in the banks of Coimbatore.

SAMPLING FRAME

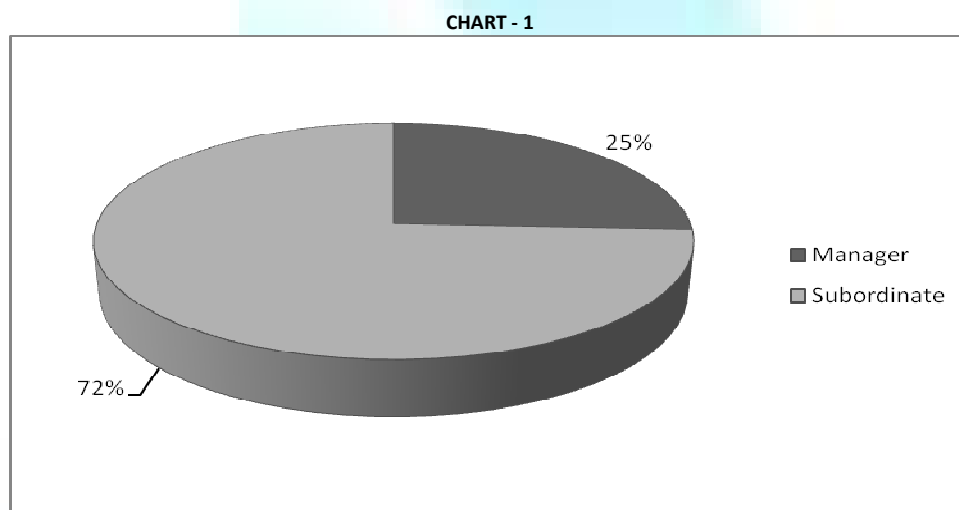
From the Public, Private and Globalized Bank ,Using simple random sampling 25 banks has been selected .From each bank through quota sampling method 1top level manager and 3 middle level managers totally 25 managers and 72 subordinates were selected .Finally a sample size of 97 has been arrived.

TOOLS USED

1. Percentage analyses was applied to find the level of their occupation.
2. T-test was applied to find the mean score of succession planning among Managers&Subordinates.
3. T-test was applied to find the mean score of succession planning of Male&Female Respondents.
4. Correlation was applied to find the relationship between the opinion of the Top level and the middle level managers.

ANALYSIS AND FINDINGS

The percentage of the respondents among the bank employees with the level of their occupation.



From the chart among 97 employees from the selected sample and 25% were the Managers and 72% were the Sub-ordinates.

TABLE -1: SUMMARY OF T-TEST WITH MEAN SCORES OF SUCCESSION PLANNING AMONG MANAGERS & SUBORDINATES

Statements	Groups	Mean	t-value	Sig(2 tailed)	Remark
At my department my performance of the job is evaluated fairly	Managers	.765	.876	.192	Accepted
	Subordinate	1.017			
I have some control over what I am supposed to accomplish	Managers	.718	.562	.182	Accepted
	Subordinate	.990			
my supervisor seems to care about me as a person	manager	.725	.247	-.587	Accepted
	Subordinate	1.026			
I am satisfied with the advancement of promotion oppurtunities in my organisation	manager	.608	.431	.004**	Rejected
	Subordinate	.880			
I have to do things that done differently	manager	.792	.899	-.356	Accepted
	Subordinate	.651			

** Significant at 0.05 level

Ho1 There is no significant difference opinion towards Succession planning among the managers and subordinates

Table: 1 reveals there is significant difference among managers and subordinates with their opinion in advancement, promotion oppurtunities. This is the evident from the table. In these cases, the mean score of subordinate opinion is found to be better than managers. Hence Subordinates are more satisfied in the advancement oppurtunities than manager.

TABLE 2: SUMMARY OF T-TEST WITH MEAN SCORES OF SUCCESSION PLANNING MALE & FEMALE RESPONDENTS

Statements	Groups	Mean	t-value	Sig(2 tailed)	Remark
At my department my performance of the job is evaluated fairly	Male	.721	1.033	.422**	Rejected
	Female	.654			
I have some control over what I am supposed to accomplish	Male	.871	-.419	.676	Accepted
	Female	.612			
my supervisor seems to care about me as a person	Male	.888	-.643	.522	Accepted
	Female	.654			
I am satisfied with the advancement of promotion opportunities in my organisation	Male	1.066	-.010	.992	Accepted
	Female	1.042			
Overall I am satisfied with my organization	Male	.839	-.784	.435	Accepted
	Female	.999			
I have to do things that done differently	Male	.700	-.220	.826	Accepted
	Female	.651			

** Significant at 0.05 level

Ho2 There is no significant difference opinion for succession planning among the male and female employees.

Table: 2 Reveals there is significant difference for their opinion among male and female employees, towards evaluation of performance Hence Null Hypothesis Ho2 is rejected in these cases. The mean score of female is found to be higher than male. Hence females are highly satisfied with the evaluation of job performance than male.

TABLE 3: TO FIND THE RELATIONSHIP BETWEEN THE OPINION OF THE TOP LEVEL AND THE MIDDLE LEVEL MANAGERS

Statement	Correlation coefficient of managers & subordinates
At my department my performance of the job is evaluated fairly	.140
I have some control over what I supposed to accomplish	-.226
My supervisor seems to care about me as a person	-.316
I am satisfied with the advancement of promotion opportunities in my organisation	-.050
Overall I am satisfied with my organization	.075
I have to do things that done differently	.225

From the above table they have negative relationship & positive relationship.

The respondents reveal that their performance has been evaluated fairly and they drive overall satisfaction with their organization. They say that there is room for creative ideas. The indifference in opinion on the factors care from superiors, promotion opportunities in the organization etc between superiors and subordinates.

IMPLICATION OF THE STUDY

There is significant difference exist among managers and subordinates regarding their career planning system and satisfaction towards the promotion facilities. There is also difference in the opinion among male and female respondents towards the evaluation of their job performance. Hence there is also negative correlation on the select items(I have some control over what I supposed to accomplish, My supervisor seems to care about me as a person & I am satisfied with the advancement of promotion opportunities in my organisation) between the opinion of top level managers and the middle level managers for succession planning.

FINDINGS & SUGGESTION

1. Among 97 employees from the selected sample and 25% were the top level managers and 72% were the middle level managers.
2. From the analyses there is Significant difference exist among the of opinion managers and subordinates in their promotion and the career advancement facilities.
3. From the analysis there is Significant difference exists among the male and female respondents towards their evaluation of the job performance.
4. Among all statements in these three statements (I have some control over what I am supposed to accomplish, My supervisor seems to care about me as a person & I am satisfied with the advancement of promotion opportunities in my organisation) they have difference in the opinion among the top level managers and the middle level managers.

SUGGETIONS

1. The banking sector should improve the promotion facilities, career advancement facilities and the evaluation of job performance.
2. They are also satisfied with respect given by the top management and the care towards the subordinates.
3. Frequently updating lists of high potentials based on project-based performance, and basing succession decisions on a diverse pool of candidates.
4. The succession planning system could create as well as establish learning and training plans to strengthen the bench. It also integrates succession planning to broader HR and talent functions for maximum effectiveness.

CONCLUSION

The study focussed on the insight of the succession planning system among the bank officers. Hence the Bank employees has high influence for succession planning system and ensure a flexible and fluid succession planning process by avoiding their apparent designations, They are not satisfied with the evaluation of job performance, promotion facilities. Frequently updating lists of high potentials based on project-based performance, and basing succession decisions on a diverse pool of candidates, ensure active manager participation in the organization’s method of identifying and codifying high potential employees.

REFERENCES

1. Axelrod, E.L., Handfield-Jones, H., & Welsh, T.A. (2000). War for talent, part two. *McKinsey Quarterly*, 2, 9-12.
2. Chambers, E., Foulon, M., Handfield-Jones, H., Hankin, S., Michaels, E. (1998). The war for talent. *McKinsey Quarterly*, 3, 44-57.
3. Collins, J.C. & Porras, J.I. (1997). *Built to last: Successful habits of visionary companies*, New York: Harper Collins.
4. Chambers, E., Foulon, M., Handfield-Jones, H., Hankin, S., Michaels, E. (1998). The war for talent. *McKinsey Quarterly*, 3, 44-57.
5. Collins, J.C. & Porras, J.I. (1997). *Built to last: Successful habits of visionary companies*, New York: Harper Collins.
6. Ciampa, D. (2005). Almost ready: How leaders move up. *Harvard Business Review*, 83, 46-53.
7. Gorne, A. (1998). Good advice can make a success of succession. *BRW*, 20, 82-84.
8. Garman, A.N., & Glawe, J. (2004). Succession planning. *Consulting Psychology Journal: Practice and Research*. 56, 119-128.
9. Hewlett, S.A. & Luce, C.B. (2005). Off-ramps and on-ramps. *Harvard Business Review*, 83, 43-54
10. Levitt, D. (2005). Family business forum. *Journal for Quality & Participation*, 28, 16-18.
11. Miller, W. (1998). Siblings and succession in the family business. *HBR*, 76, 22-36
12. Nyce, S. & Shieber, S. (2001). The decade of the employee: The workforce environment in the coming decade. *Benefits Quarterly*, (first quarter), 60-79.

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

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

