

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT & MANAGEMENT

I
J
R
C
M



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

[Ulrich's Periodicals Directory](#)®, [ProQuest](#), U.S.A., [EBSCO Publishing](#), U.S.A., [Cabell's Directories of Publishing Opportunities](#), U.S.A., [Google Scholar](#),

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

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

Circulated all over the world & Google has verified that scholars of more than **4945 Cities in 183 countries/territories** are visiting our journal on regular basis.

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

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

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	PERCEIVED ROLE OF CORPORATE CULTURE IN PERFORMANCE OF COMMERCIAL STATE CORPORATIONS IN KENYA <i>THOMAS C.O. MOSE, DR. MIKE IRAVO, DR. GEORGE O. ORWA & DR. ENG. THOMAS SENAJI</i>	1
2.	A STUDY ON PATIENTS' SATISFACTION TOWARDS SERVICES PROVIDED BY PRIVATE HOSPITALS IN ERODE TALUK, ERODE DISTRICT <i>S. SASIKALA & DR. C. VADIVEL</i>	8
3.	A STUDY ON MARKET MOVEMENT IMPACT ON MUTUAL FUND SUBSCRIPTIONS AND REDEMPTIONS <i>Y. JAYA RADHA SANKAR, DR. P. DIANA DAVID & LEELA CHAKRAVARTHI AKULA</i>	14
4.	EFFECTIVE CHANGE MANAGEMENT <i>SINDHU S PANDYA</i>	19
5.	SUPPLY CHAIN MANAGEMENT PRACTICES IN ORGANIZED RETAILING: A STUDY IN TRICHY REGION <i>DR. S. SARAVANAN & K. S. TAMIL SELVAN</i>	21
6.	BANK CREDIT TO SMALL AND MEDIUM SPORTS GOODS MANUFACTURING ENTERPRISES OF MEERUT - OBSTACLES IN FINANCING AND RECOVERY OF THE LOAN <i>KALI RAM GOLA, P. K. AGARWAL & MRIDUL DHARWAL</i>	25
7.	IMPACT OF CHANGES IN INTEREST RATE ON BANK PROFITABILITY: A RE-EXAMINATION <i>DR. NAMRATA SANDHU & HIMANI SHARMA</i>	30
8.	IT & ITES EMPLOYEES' OPINION ON THE PERSPECTIVES CONSIDERED IN THE BALANCED SCORECARD- A STUDY WITH SPECIAL REFERENCE TO COIMBATORE DISTRICT <i>SHYAM UMASANKAR K K & DR. V KRISHNAVENI</i>	33
9.	IMPACT OF EXCHANGE RATE MOVEMENT AND WORLD OIL PRICE ON INDIAN AUTO STOCKS <i>NISCHITH. S & DR. MAHESH. R</i>	39
10.	IMPACT OF NON PERFORMING ASSET ON PROFITABILITY OF PUBLIC AND PRIVATE SECTOR BANKS IN INDIA <i>LAVEENA & KAMAL KAKKAR</i>	46
11.	POLITICAL EMPOWERMENT OF WOMEN IN PNACHAYATI RAJ INSTITUTIONS: AN OVER VIEW <i>DR. M. GOPI</i>	51
12.	CO-INTEGRATION OF INDIAN STOCK MARKET WITH US STOCK MARKET <i>ABHAY KUMAR</i>	56
13.	INDIAN VALUE ADDED TAX (VAT) SYSTEM: A PROTOTYPE FOR NIGERIA <i>AHMED JINJIRI BALA & DR. A. THILAGARAJ</i>	61
14.	A STUDY OF COMMITMENT OF SCHOOL TEACHERS IN RELATION TO SOME BACKGROUND VARIABLES <i>DR. KAMALPREET KAUR TOOR</i>	65
15.	A STUDY ON EMPLOYEE JOB SATISFACTION IN WITH REFERENCE TO KERALA GARMIN BANK, THRISSUR DISTRICT <i>MIRANDA PAUL</i>	71
16.	JOB STRESS AND JOB SATISFACTION IN THE COMMUNICATION SERVICE INDUSTRY: EVIDENCE FROM TECH MAHINDRA GHANA LTD. <i>PAUL APPIAH-KONADU & HENRY KWADWO FRIMPONG</i>	75
17.	THE EFFECTS OF ERP SYSTEM <i>SAJID NEGINAL</i>	81
18.	INTERNET BANKING: DEBATING CORE ISSUES AND BENEFITS <i>LAVANYA K.N.</i>	83
19.	IMPACT OF WORKING CAPITAL MANAGEMENT ON CORPORATE PERFORMANCE: A STUDY BASED ON SELECTED BANKS IN NIGERIA <i>ALIYU SANI SHAWAI</i>	85
20.	CARE FOR INDIA: TACKLING URBAN-RURAL DISPARITIES: URBAN VS. RURAL ACCESS TO HEALTHCARE SERVICES IN UTTAR PRADESH <i>RHEA SHUKLA</i>	89
	REQUEST FOR FEEDBACK & DISCLAIMER	94

CHIEF PATRON**PROF. K. K. AGGARWAL**

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

FOUNDER PATRON**LATE SH. RAM BHAJAN AGGARWAL**

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

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

Faculty, Shree Ram Institute of Business & Management, Urjani

ADVISORS**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., Haryana College of Technology & Management, Kaithal

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**DR. BHAVET**

Faculty, Shree Ram Institute of Engineering & Technology, Urjani

EDITORIAL ADVISORY BOARD**DR. RAJESH MODI**

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

PROF. SANJIV MITTAL

University School 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

ASSOCIATE EDITORS

PROF. NAWAB ALI KHAN

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

PROF. ABHAY BANSAL

Head, Department of I.T., Amity School of Engineering & Technology, Amity University, Noida

PROF. A. SURYANARAYANA

Department of Business Management, Osmania University, Hyderabad

PROF. V. SELVAM

SSL, 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

SURJEET SINGH

Asst. Professor, Department of Computer Science, G. M. N. (P.G.) College, Ambala Cantt.

FORMER TECHNICAL ADVISOR

AMITA

Faculty, Government M. S., Mohali

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

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

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: _____

THE EDITOR

IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF _____.

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

DEAR SIR/MADAM

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

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

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

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

NAME OF CORRESPONDING AUTHOR :

Designation/Post* :

Institution/College/University with full address & Pin Code :

Residential address with Pin Code :

Mobile Number (s) with country ISD code :

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

Landline Number (s) with country ISD code :

E-mail Address :

Alternate E-mail Address :

Nationality :

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

NOTES:

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

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

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

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:

BOOKS

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

CONTRIBUTIONS TO BOOKS

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

JOURNAL AND OTHER ARTICLES

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

CONFERENCE PAPERS

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

UNPUBLISHED DISSERTATIONS

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

ONLINE RESOURCES

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

WEBSITES

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

IT & ITES EMPLOYEES' OPINION ON THE PERSPECTIVES CONSIDERED IN THE BALANCED SCORECARD- A STUDY WITH SPECIAL REFERENCE TO COIMBATORE DISTRICT

SHYAM UMASANKAR K K
RESEARCH SCHOLAR
KARPAGAM UNIVERSITY
COIMBATORE

DR. V KRISHNAVENI
ASSOCIATE PROFESSOR
DEPARTMENT OF MANAGEMENT
KARPAGAM ACADEMY OF HIGHER EDUCATION
COIMBATORE

ABSTRACT

The balanced scorecard is used by industry, government and non-profit organizations all over the world to align business activities to the vision and strategy of the organization. It helps to improve internal and external communications and monitor organization performance against strategic goals. A broad range of business goals can be included in the scorecard and performance targets can be measured. The present study analyses the IT and ITES employees' opinion on the perspective considered in balanced scorecard which primarily ranks Financial perspective, Customers perspective, Shareholders' perspective and Internal business perspective, Learning and growth perspective, Environmental and social perspective, Employees' perspective, Competitive perspective and Suppliers' perspective.

KEYWORDS

balance scorecard, information technology, Information technology enabled services, strategic planning.

I. INTRODUCTION

The management by objectives (MBO) philosophy of Drucker (1955) and the Balanced Scorecard approach of Kaplan and Norton (1992) are based on 'strategic measurements,' 'goal congruence,' and 'Theory Y' of Mc- Gregor (1960) as a means to improve the firm performance (Hoffecker and Goldenberg, 1994; Newing, 1995; Dinesh and Palmer, 1998). The Balanced Scorecard is based on 'rational goal model' and incorporates 'human relations model.' It is a motivational tool also since employee compensation is linked with different key performance indicators. The difference between the two approaches is that while MBO is more 'open-ended,' the Balanced Scorecard is 'more explicit and focused' as it incorporates the perspectives of customers, shareholders, internal business processes and learning and growth (Dinesh and Palmer, 1998). In short, the Balanced Scorecard represents a fundamental change in the underlying assumption about performance measurement and strikes a balance between short-term and long-term objectives, financial and non-financial measures, outcome and process measures, lagging and leading indicators and also between internal and external perspectives

II. METHODOLOGY

The study included 530 sample subjects surveyed in 106 IT & ITES companies. At the end of data collection, five interview schedules were found incomplete and these five schedules were deducted. Thus the studies consist of 525 respondents. The study covers both the primary and the secondary data. For the purpose of collection of the primary data, a well-structured interview schedule had been framed. The interview schedule covered information on demographic, socioeconomic status and senior officials' perceptions on BSC practices, its dimensions, benefits, and problems faced its impact, success rate and senior officials level of satisfaction about BSC implementation.

III. OBJECTIVE AND ANALYSIS

This article will be at most useful for the IT and ITES company's employees, experts and research scholars in understanding IT and ITES employees' opinion about various perspectives considered in the balance scorecard. So, the primary objective of the study is as follows:

1. To analyse the IT & ITES employees' opinion about the Financial perspective, Customers perspective, Shareholders' perspective and Internal business perspective, Learning and growth perspective, Environmental & social perspective considered in the balance scorecard.

IV. STATISTICAL TOOL USED

This research is primary in nature and the questionnaire is issued in person by the researcher. To analyse the opinion on dimensions of balance scorecard, the major statistical techniques like Sum, mean and ranking technique is used and mean score is calculated.

V. IT & ITES EMPLOYEES' OPINION ON DIMENSIONS OF BALANCED SCORECARD

The Balanced Scorecard is a holistic model that can be used at various levels across the organization, service, team or group. It is used to manage strategy by linking objectives to initiatives, targets and measures across a range of corporate perspectives. These perspectives are determined by the organization using the model. This cross-section of the study deals with the IT & ITES employees' opinion on dimensions of balanced scorecard.

TABLE 1: IT & ITES EMPLOYEES' OPINION ABOUT THE PERSPECTIVES CONSIDERED IN BALANCED SCORECARD

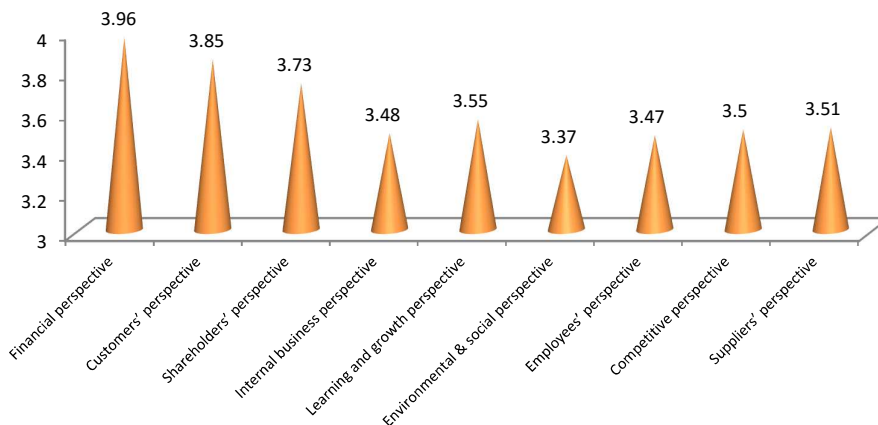
Perspectives	Most Important	Important	Moderate	Not Important	Not at all	Sum	Mean	Rank
Financial perspective	136 (25.90)	272 (51.81)	93 (17.71)	8 (1.52)	16 (3.05)	2079	3.96	1
Customers' perspective	83 (15.81)	295 (56.19)	131 (24.95)	16 (3.05)	0 (0.00)	2020	3.85	2
Shareholders' perspective	89 (16.95)	238 (45.33)	168 (32.00)	26 (4.95)	4 (0.76)	1957	3.73	3
Internal business perspective	75 (14.29)	182 (34.67)	191 (36.38)	73 (13.90)	4 (0.76)	1826	3.48	7
Learning and growth perspective	83 (15.81)	241 (45.90)	110 (20.95)	64 (12.19)	27 (5.14)	1864	3.55	4
Environmental & social perspective	93 (17.71)	164 (31.24)	151 (28.76)	77 (14.67)	40 (7.62)	1768	3.37	9
Employees' perspective	57 (10.86)	242 (46.10)	134 (25.52)	75 (14.29)	17 (3.24)	1822	3.47	8
Competitive perspective	112 (21.33)	137 (26.10)	192 (36.57)	72 (13.71)	12 (2.29)	1840	3.50	6
Suppliers' perspective	77 (14.67)	210 (40.00)	164 (31.24)	52 (9.90)	22 (4.19)	1843	3.51	5

Source: Primary Data

The data presented in the above table infers that out of 525 respondents surveyed, the majority of the IT & ITES employees in Coimbatore region have opined that their organization designed balanced scorecards principally for reviewing its financial performances, it is ranked in first place with the mean score of 3.96, respectively. Subsequently, the sample respondents have said that their firm considers the customers', shareholders' and also about the learning and growth perspectives while preparing scorecards. These variables are placed in the second, third and fourth positions with the mean scores of 3.85, 3.73 and 3.55 respectively. Similarly, the respondents have opined that their organization on competitors, suppliers and on internal business perspective designing scorecards. These factors are placed in fifth, sixth and seventh rank with the average scores of 3.51, 3.50 and 3.48. On the other hand, the employees have said that their firm usually prepares balanced scorecards including employees, environmental and social perspective. These subjects are ranked in eighth and ninth position with the mean score of 3.47 and 3.37, respectively.

Thus, it has been clearly identified that the majority of the IT & ITES employees in Coimbatore region have opined that their organization designed balanced scorecards, principally for his reviewing its financial performances, it is ranked first with the mean score of 3.96.

EXHIBIT 1: IT & ITES EMPLOYEES' OPINION TOWARDS THE PERSPECTIVES CONSIDERED IN BALANCED SCORECARD



The customer perspective aims at the identification of relevant customers and market segments that contribute to the financial goals. In terms of a market-based management of the company, this dimension makes it possible to get the internal processes, services and products into line with the necessities of current and future markets. The following table discusses on the BSC focused customer perspective objectives of sample IT firms.

TABLE 2: IT & ITES EMPLOYEES' OPINION ON CUSTOMERS' PERSPECTIVE CONSIDERED IN BALANCED SCORECARDS

Perspectives	Most important	Im- portant	Moder- ate	Not im- portant	Not at all	Sum	Mean	Rank
Customer satisfaction in terms of quality	98 (18.67)	231 (44.00)	120 (22.86)	47 (8.95)	29 (5.52)	1897	3.61	2
On-time delivery	79 (15.05)	241 (45.90)	121 (23.05)	51 (9.71)	33 (6.29)	1857	3.54	5
Customer satisfaction in terms of service	112 (21.33)	207 (39.43)	130 (24.76)	64 (12.19)	12 (2.29)	1918	3.65	1
Image, reputation, and brand	100 (19.05)	178 (33.90)	178 (33.90)	54 (10.29)	15 (2.86)	1869	3.56	4
Percentage of sales from new products(as a % of total sales)	87 (16.57)	227 (43.24)	115 (21.90)	63 (12.00)	33 (6.29)	1847	3.52	6
Responsive after-sales service	118 (22.48)	205 (39.05)	108 (20.57)	50 (9.52)	44 (8.38)	1878	3.58	3
Number of customer suggestions	84 (16.00)	198 (37.71)	148 (28.19)	61 (11.62)	34 (6.48)	1812	3.45	7

Source: Primary Data

From the above data analysis, it has been observed that, the respondents' have opined that their organization prioritizes on the customer's satisfaction while offering any kind of services, it is ranked in first place with an average score of 3.65. Similarly, the employees' have stated that their firm is very rational in quality, after-sales, presence, reputation, and brand of services provided to the customers. These variables are ranked in second, third and fourth position with the mean score of 3.61, 3.58 and 3.56. On the other hand, the sample populations' have said that their organization always concentrate on the product delivery, percentage of sales from new products and on the suggestions given by the customers. These factors are rated in fifth, sixth and seventh position with an average score of 3.54, 3.52 and 3.45, respectively.

Hence, it has been inferred that the respondents' have opined that their organization prioritizes on the customers satisfaction while offering any kind of services, it is ranked in first place with an average score of 3.65.

EXHIBIT 2: IT & ITES EMPLOYEES' OPINION ON CUSTOMERS' PERSPECTIVE CONSIDERED IN BALANCED SCORECARDS



Within the dimension of internal processes, firms should identify and structure efficiently the internal value-driving processes that are vital regarding the goals of customers and shareholders (e.g. innovation, production and after-sales. The following table discusses on the BSC focused internal process perspective objectives of sample IT firms.

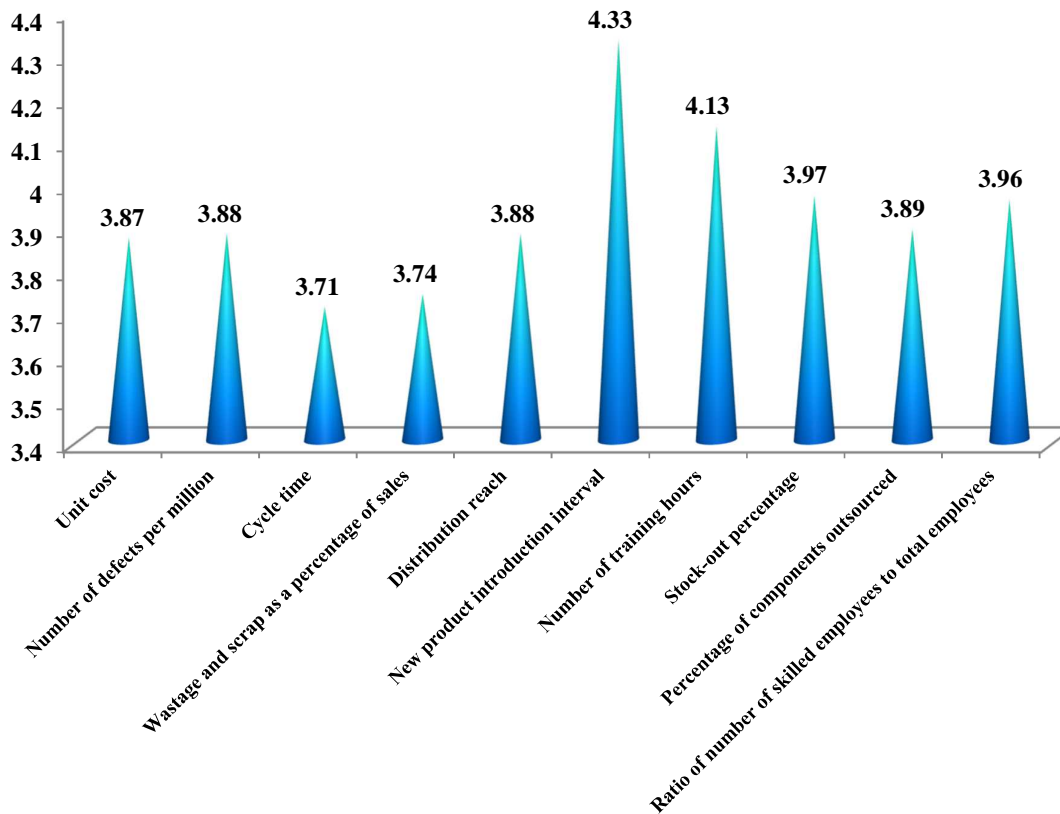
TABLE 3: IT & ITES EMPLOYEES' OPINION ON INTERNAL BUSINESS PERSPECTIVE CONSIDERED IN BALANCED SCORECARDS

Perspectives	Most important	Important	Moderate	Not important	Not at all	Sum	Mean	Rank
Unit cost	141 (26.86)	227 (43.24)	113 (21.52)	35 (6.67)	9 (1.71)	2031	3.87	8
Number of defects per million	142 (27.05)	228 (43.43)	122 (23.24)	18 (3.43)	15 (2.86)	2039	3.88	6
Cycle time	95 (18.10)	258 (49.14)	115 (21.90)	37 (7.05)	20 (3.81)	1946	3.71	10
Wastage and scrap as a percentage of sales	128 (24.38)	216 (41.14)	119 (22.67)	40 (7.62)	22 (4.19)	1963	3.74	9
Distribution reach	140 (26.67)	223 (42.48)	133 (25.33)	17 (3.24)	12 (2.29)	2037	3.88	6
New product introduction interval	234 (44.57)	236 (44.95)	51 (9.71)	1 (0.19)	3 (0.57)	2272	4.33	1
Number of training hours	177 (33.71)	251 (47.81)	86 (16.38)	10 (1.90)	1 (0.19)	2168	4.13	2
Stock-out percentage	174 (33.14)	207 (39.43)	111 (21.14)	20 (3.81)	13 (2.48)	2084	3.97	3
Percentage of components outsourced	190 (36.19)	173 (32.95)	99 (18.86)	39 (7.43)	24 (4.57)	2041	3.89	5
Ratio of number of skilled employees to total employees	183 (34.86)	211 (40.19)	89 (16.95)	9 (1.71)	33 (6.29)	2077	3.96	4

Source: Primary Data

It has been inferred that most of the employees' have opined that their firm always plan the time interval for launching new products while preparing internal business scorecards, it is ranked in first place with the mean score of 4.33. Similarly, the respondents' have said that their organization always concentrate on the number of training hours, stock-out percentage, ratio of number of skilled employees to total employees and percentage of components outsourced in the business. These factors are ranked in second, third, fourth and fifth with an average score of 4.13, 3.97, 3.96 and 3.89. Followed by, the sample subjects' have stated that they focus on the distribution reach and number of defects in terms of internal business perspective, it is ranked in sixth position with the mean score of 3.88. From the discussion of the above data, it has been inferred that most of the IT & ITES employees' in Coimbatore region have opined that their firm always plan the time interval for launching new products while preparing internal business scorecards, it is ranked in first place with the mean score of 4.33.

EXHIBIT 3: IT & ITES EMPLOYEES' OPINION ON INTERNAL BUSINESS PERSPECTIVE CONSIDERED IN BALANCED SCORECARDS



Employees' perception on training and organizational attitudes related to both employee and organizational improvement is discussed in the following table.

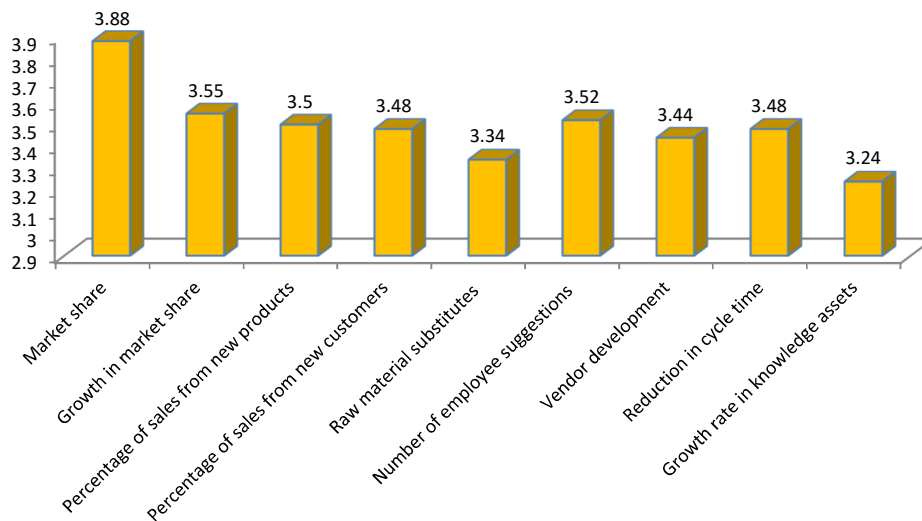
TABLE 4: IT & ITES EMPLOYEES' OPINION ON INNOVATION & GROWTH PERSPECTIVE CONSIDERED IN BALANCED SCORECARDS

Measures	Most Important	Important	Moderate	Not Important	Not at all	Sum	Mean	Rank
Market share	177 (33.71)	192 (36.57)	109 (20.76)	11 (2.10)	36 (6.86)	2038	3.88	1
Growth in market share	101 (19.24)	192 (36.57)	134 (25.52)	90 (17.14)	8 (1.52)	1863	3.55	2
Percentage of sales from new products	39 (7.43)	239 (45.52)	207 (39.43)	23 (4.38)	17 (3.24)	1835	3.50	4
Percentage of sales from new customers	78 (14.86)	210 (40.00)	146 (27.81)	67 (12.76)	24 (4.57)	1826	3.48	5
Raw material substitutes	68 (12.95)	183 (34.86)	149 (28.38)	112 (21.33)	13 (2.48)	1756	3.34	8
Number of employee suggestions	101 (19.24)	183 (34.86)	143 (27.24)	85 (16.19)	13 (2.48)	1849	3.52	3
Vendor development	70 (13.33)	202 (38.48)	175 (33.33)	46 (8.76)	32 (6.10)	1807	3.44	7
Reduction in cycle time	104 (19.81)	170 (32.38)	145 (27.62)	86 (16.38)	20 (3.81)	1827	3.48	5
Growth rate in knowledge assets	17 (3.24)	217 (41.33)	206 (39.24)	45 (8.57)	40 (7.62)	1701	3.24	9

Source: Primary Data

From the above table, it has been inferred that, the IT & ITES employees' in Coimbatore have opined that their company gives more priority to market shares in terms of innovation and growth perspective, it is ranked in first place with an average score of 3.88. Batches of sample subjects' have said that aspects like growth in market share, percentage of sales from new products & customers, reduction in cycle time and innovative ideas of the employee are considered as key performance indicators of innovation and growth perspective. These variables are ranked in second, third and fourth position with the mean score of 3.55, 3.52, 3.50 and 3.48, respectively. Similarly, the respondents' have stated that their firm emphasize on vendor development, raw material substitutes and growth rate in knowledge assets. These factors are placed in seventh, eighth and ninth rank with an average score of 3.44, 3.34 and 3.24. Thus, it has been concluded that, the IT & ITES employees' in Coimbatore have opined that their company gives more priority to market shares in terms of innovation and growth perspective, it is ranked in first place with an average score of 3.88.

EXHIBIT 4: IT & ITES EMPLOYEES' OPINION ON INNOVATION & GROWTH PERSPECTIVE CONSIDERED IN BALANCED SCORECARDS



In the predominant financial perspective objectives similar to traditional systems of management and accounting are included to depict the financial performance of the company. In contrast to traditional management instruments, the BSC concept stresses the importance of so-called value drivers for future profitability. The following table discusses on the BSC focused financial perspective objectives of sample IT firms.

TABLE 5: IT & ITES EMPLOYEES' OPINION ON FINANCIAL PERSPECTIVE CONSIDERED IN BALANCED SCORECARDS

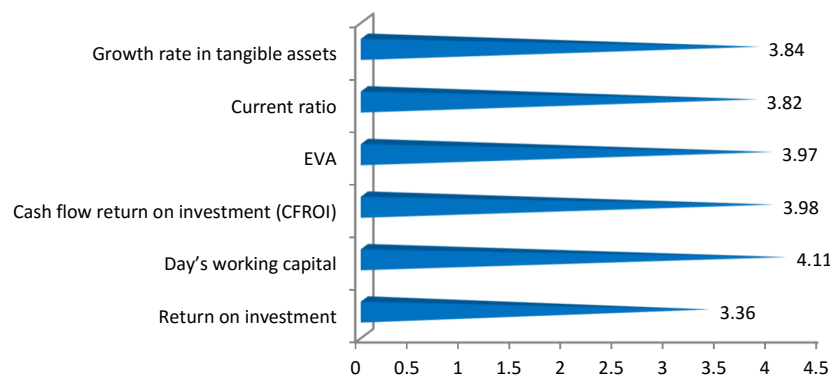
Measures	Most Important	Important	Moderate	Not Important	Not at all	Sum	Mean	Rank
Return on investment	66 (12.57)	191 (36.38)	156 (29.71)	91 (17.33)	21 (4.00)	1765	3.36	6
Day's working capital	188 (35.81)	228 (43.43)	90 (17.14)	15 (2.86)	4 (0.76)	2156	4.11	1
Cash flow return on investment (CFROI)	168 (32.00)	230 (43.81)	92 (17.52)	19 (3.62)	16 (3.05)	2090	3.98	2
EVA	166 (31.62)	233 (44.38)	86 (16.38)	23 (4.38)	17 (3.24)	2083	3.97	3
Current ratio	137 (26.10)	229 (43.62)	115 (21.90)	16 (3.05)	28 (5.33)	2006	3.82	5
Growth rate in tangible assets	151 (28.76)	215 (40.95)	110 (20.95)	23 (4.38)	26 (4.95)	2017	3.84	4

Source: Primary Data

The data presented in the above table indicates that, majority of the employees' in IT & ITES companies have opined that their organization always emphasize on the days working capital as a key performance indicator i.e., number of days it will take for a company to convert its working capital into revenue. This factor has been ranked in first place with the mean score of 4.11. Similarly, the respondents believe that Cash Flow Return on Investment (CFROI), Economic Value Added (EVA) and growth rate in tangible assets are the ratios that indicate the financial performances of the concern. These variables are ranked in second, third and fourth position with an average score of 3.98, 3.97 and 3.84. On the other hand, the sample populations' have said that their organization concentrates on the current ratio/liquidity ratio and on return on investment while reviewing the financial performances. These factors are ranked in fifth and sixth place with an average score of 3.82 and 3.36, correspondingly.

The above table indicates that majority of the employees' in IT & ITES companies have opined that their organization always emphasize on the days working capital as a key performance indicator it is ranked in first place with the mean score of 4.11.

EXHIBIT 5: IT & ITES EMPLOYEES' OPINION ON FINANCIAL PERSPECTIVE CONSIDERED IN BALANCED SCORECARDS



Indian companies are expanding their service offerings, enabling customers to deepen their offshore engagements and shifting from low-end business processes to higher ones. They are also enhancing their global service delivery capabilities through a combination of Greenfield initiatives, cross-border mergers and acquisitions, as well as partnerships and alliances with local players. This has helped them execute end-to-end delivery of new services. Based on this discussion the following table description is made that focuses the strategic vision of IT & ITES firms in management of their investors.

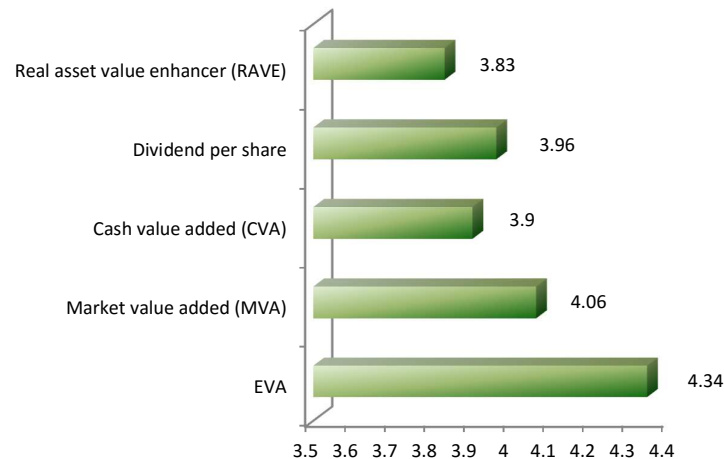
TABLE 6: IT & ITES EMPLOYEES' OPINION ON INVESTORS/ SHAREHOLDERS PERSPECTIVE CONSIDERED IN BALANCED SCORECARDS

Measures	Most Important	Important	Moderate	Not Important	Not at all	Sum	Mean	Rank
EVA	226 (43.05)	251 (47.81)	46 (8.76)	2 (0.38)	0 (0.00)	2276	4.34	1
Market value added (MVA)	139 (26.48)	293 (55.81)	83 (15.81)	8 (1.52)	2 (0.38)	2134	4.06	2
Cash value added (CVA)	134 (25.52)	229 (43.62)	141 (26.86)	17 (3.24)	4 (0.76)	2047	3.90	4
Dividend per share	159 (30.29)	218 (41.52)	120 (22.86)	23 (4.38)	5 (0.95)	2078	3.96	3
Real asset value enhancer (RAVE)	150 (28.57)	200 (38.10)	131 (24.95)	23 (4.38)	21 (4.00)	2010	3.83	5

Source: Primary Data

From the above empirical data analysis, it has been observed that most of the employees' have opined that their organization considers Economic Value Added (EVA) as the key factor of investor/shareholders perspective, as it is a measure of shareholder value and an estimate of the true economic profit of an enterprise. This factor has been ranked in first place with an average score of 4.34. Followed by, the respondents' have said that the ratios such as Market Value Added (MVA), Dividend Per Share, Market Value Added (MVA) And Real Asset Value Enhancer (RAVE) are considered important as part of shareholders/investors perspective. These variables are ranked in second, third, fourth and fifth position with the mean score of 4.06, 3.96, 3.90 and 3.83, accordingly. Hence, it has been inferred that most of the employees' have opined that their organization considers Economic Value Added (EVA) as the key factor of investor/shareholders perspective it is ranked in first place with an average score of 4.34.

EXHIBIT 6: IT & ITES EMPLOYEES' OPINION ON INVESTORS/ SHAREHOLDERS PERSPECTIVE CONSIDERED IN BALANCED SCORECARDS



The Indian IT and ITES industry has continued to perform its role as the most consistent growth driver for the economy. Service, software exports and BPO remain the mainstay of the sector. Over the last five years, the IT and ITES industry has grown at a remarkable pace. A majority of the Fortune 500 and Global 2000 corporations are sourcing IT and ITES from India and it is the premier destination for the global sourcing of IT and ITES accounting for 55 per cent of the global market in offshore IT services and garnering 35 per cent of the ITES/BPO market. In this case the management of supplier base becomes strategically important, the following table BSC values from suppliers' perspective.

VI. CONCLUSION

The present study analysed the IT and ITES employees opinion towards the perspective considered in balanced score card in Coimbatore region and it primarily included Financial perspective, Customers perspective, Shareholders' perspective and Internal business perspective, Learning and growth perspective, Environmental & social perspective, Employees' perspective, Competitive perspective and Suppliers' perspective. The results revealed that Financial perspective takes first rank, Customers perspective holds second rank and Shareholders perspective stands third. So the firms must consider these facts before implementing balance scorecard.

REFERENCES

- Asa Romeo Asa, NavneelShalendra Prasad, Maw MawHtay (2013), *Balanced Scorecard: A Paradigm Measure of Business Strategy and Firm Performance*, International Journal of Scientific and Technology Research, Volume.2, Issue No. 4, ISSN 2277-8616, April.
- Ayesha Farooq and ZareenHussain (2011), *Balanced Scorecard Perspective on Change and Performance: A Study of Selected Indian Companies*, Journal of Global Strategic Management, Issue No.10, PP. 27-38, December.
- Becker, B., Huseld, M., Ulrich, D., (2011), *The HR Scorecard: Linking people, strategy and performance*, Harvard Business School Press.
- Bindu Nair and DR. AshishPareek (2011), *A study of the various performance management systems adopted by select Indian private sector Organizations*, Volume No.2, Issue No. 6, ISSN 0976-2183, PP.43-46, June
- Braam, G. J. M. and Nijssen, E. J (2004), *Performance effects of using the balanced scorecard: A note on the Dutch experience*, Long Range Planning, Volume No. 37, Issue. No. 4, PP. 335-349.
- Chapter Two, *Balanced Scorecard Concept and Literature Review*, http://shodhganga.inflibnet.ac.in/bitstream/10603/16130/12/12_chapter_2.pdf
- Luecke, R. (2003), *Managing Change and Transition: Harvard Business Essentials Series*. Cambridge, MA: Harvard Business School Press.
- Marcos, A.F., J.I. Rouyet and A. Bosch, (2012), *An IT Balance Scorecard Design under Service Management Philosophy*, in 45 Hawaii International Conferences on System Sciences, Hawaii.
- Mohamed A. K. Basuony (2014), *The Balanced Scorecard in Large Firms and SMEs: A Critique of the Nature, Value and Application*, Accounting and Finance Research, ISSN 1927-5986 E-ISSN 1927-5994, Volume No. 3, Issue No. 2, PP.14-22

REQUEST FOR FEEDBACK

Dear Readers

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

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

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

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

Looking forward to an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator

DISCLAIMER

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

ABOUT THE JOURNAL

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

Our Other Journals

