



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT AND MANAGEMENT

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	RESPONSIBILITY ACCOUNTING IN SMALL AND MEDIUM SCALE INDUSTRIES MANUFACTURING AUTO COMPONENTS <i>ANIRUDDHA THUSE & DR. NEETA BAPORIKAR</i>	1
2.	LIBERALIZED FINANCIAL SYSTEM AND ECONOMIC DEVELOPMENT IN NIGERIA <i>LOWE, OLUSEGUN</i>	6
3.	AN INVESTIGATION ON HIGHER LEARNING STUDENTS SATISFACTION ON FOOD SERVICES AT UNIVERSITY CAFETERIA <i>SARAVANAN RAMAN & SUBHASENI CHINNIH</i>	12
4.	IDENTIFYING AND PRIORITIZING THE MAIN BARRIERS TO KNOWLEDGE MANAGEMENT <i>DR. S. ALI AKBAR AHMADI, MOHAMAD ALI AFSHARI & HAMIDEH SHEKARI</i>	17
5.	PERFORMANCE EVALUATION OF PRIVATE AND PUBLIC SPONSORED MUTUAL FUNDS IN INDIA <i>NOONEY LENIN KUMAR & DR. VANGAPANDU RAMA DEVI</i>	24
6.	TALENT MANAGEMENT PRACTICES IN IT SECTOR <i>DR. K. JANARDHANAM, DR. NIRMALA M. & PRATIMA PANDEY</i>	36
7.	FREQUENT PATTERN MINING USING DYNAMIC PROGRAMMING <i>V. G. RAJALEKSHMI & DR. M. S. SAMUEL</i>	41
8.	PRICE AND LIQUIDITY CHANGES AFTER STOCK SPLITS - EMPIRICAL EVIDENCE FROM INDIAN STOCK MARKET <i>DHANYA ALEX, DR. K. B. PAVITHRAN & EAPEN ROHIT PAUL</i>	45
9.	THE IMPACT OF REVERSE CULTURAL SHOCK AMONG REPATRIATES <i>N. PADMAVATHY & DR. N. THANGAVEL</i>	50
10.	BRAND LOYALTY'S INFLUENCE ON WOMEN'S BUYING BEHAVIOR WITH SPECIAL REFERENCE TO PERSONAL CARE PRODUCTS <i>R. SUNDARI & DR. M. SAKTHIVEL MURUGAN</i>	57
11.	ANALYSIS OF COTTON TEXTILE INDUSTRY IN KARUR DISTRICT, TAMILNADU <i>DR. N. RAJASEKAR & M. GURUSAMY</i>	63
12.	ANALYSING THE TRADING ACTIVITIES OF MUTUAL FUNDS TO IDENTIFY THE TREND OF THE INDIAN STOCK MARKET <i>M. JEEVANANTHAN & DR. K. SIVAKUMAR</i>	69
13.	VIABILITY OF ORGANIC PRODUCTS' BUSINESS AMONG THE NON-ORGANIC PRODUCT CONSUMERS – A DESCRIPTIVE STUDY <i>DR. R. DHANALAKSHMI</i>	75
14.	EMPLOYEES PERCEPTION TOWARDS ENVIRONMENTAL CHALLENGES: AN EMPIRICAL STUDY ON VEDANTA LTD. IN ODISHA <i>DR. B. CHANDRA MOHAN PATNAIK, DR. IPSEETA SATPATHY & DEEPAK KUMAR SINGH</i>	79
15.	CASH CONVERSION CYCLE AND CORPORATE PROFITABILITY – AN EMPIRICAL ENQUIRY IN INDIAN AUTOMOBILE FIRMS <i>DR. A. VIJAYAKUMAR</i>	84
16.	A STUDY ON BEST PRACTICES IN FINANCIAL SERVICES AT A PUBLIC SECTOR COMPANY AT BHOPAL <i>DR. N. SUNDARAM & AJAY KUMAR SHARMA</i>	92
17.	AN EMPIRICAL STUDY OF FIRM STRUCTURE AND PROFITABILITY RELATIONSHIP: THE CASE OF INDIAN AUTOMOBILE FIRMS <i>DR. A. VIJAYAKUMAR</i>	100
18.	PERCEPTION OF BANK EMPLOYEES TOWARDS ADOPTION OF INFORMATION TECHNOLOGY IN PRIVATE SECTOR BANKS OF INDIA <i>BINDIYA TATER, DR. MANISH TANWAR & NAVRATAN BOTHRA</i>	109
19.	KEY SKILLS IDENTIFICATION AND TRAINING NEED ANALYSIS @ SMALL AND MEDIUM RETAILERS IN DELHI AND NCR <i>POOJA MISRA, NEHA JOSHI & RAHUL GOYAL</i>	118
20.	STRATEGIES FOR MERGERS AND ACQUISITIONS – CASE STUDIES OF SELECTED BUSINESS HOUSES <i>DR. PREETI YADAV & DR. JEET SINGH</i>	127
21.	MANAGEMENT OF NPAS IN DCCBS IN INDIA – AN EMPIRICAL ASSESSMENT <i>DR. A. DHARMENDRAN</i>	136
22.	IMPACT OF MOBILE MARKETING ON THE PURCHASE DECISION OF CONSUMERS: A STUDY OF JALANDHAR REGION <i>HARENDRA SINGH, SALEEM ANWAR & SHUJA QAMMER SHAH</i>	141
23.	A STUDY ON LEADERSHIP STYLE AND THEIR IMPACT IN PUBLIC SECTOR – TAMIL NADU <i>N. PRABHA</i>	146
24.	PARAMETERS OF RATING OF INDIAN COMMERCIAL BANKS – A CRITICAL ANALYSIS <i>DR. MUKTA MANI</i>	149
25.	IMPACT OF INTERNET BANKING ON CUSTOMER SATISFACTION: A COMPARATIVE STUDY OF PUBLIC SECTOR BANKS, PRIVATE SECTOR BANKS AND FOREIGN SECTOR BANKS <i>RITU SEHGAL & DR. SONIA CHAWLA</i>	156
	REQUEST FOR FEEDBACK	164

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-Gate, 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 eighty-one 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

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

AMITA

Faculty, E.C.C., Safidon, Jind

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

Dean (Academics), Tecnia Institute of Advanced Studies, Delhi

CO-EDITOR

DR. BHAVET

Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana, Ambala, Haryana

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. 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. KULBHUSHAN CHANDEL

Reader, Himachal Pradesh University, Shimla

DR. TEJINDER SHARMA

Reader, Kurukshetra University, Kurukshetra

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, Government F. G. College Chitgappa, Bidar, Karnataka

MOHITA

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

ASSOCIATE EDITORS

PROF. NAWAB ALI KHAN

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

PROF. ABHAY BANSAL

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

PROF. A. SURYANARAYANA

Department of Business Management, Osmania University, Hyderabad

DR. ASHOK KUMAR

Head, Department of Electronics, D. A. V. College (Lahore), Ambala City

DR. JATINDERKUMAR R. SAINI

Head, Department of Computer Science, S. P. College of Engineering, Visnagar, Mehsana, Gujrat

DR. V. SELVAM

Divisional Leader – Commerce SSL, VIT University, Vellore

DR. PARDEEP AHLAWAT

Reader, Institute of Management Studies & Research, Maharshi Dayanand University, Rohtak

S. TABASSUM SULTANA

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

TECHNICAL ADVISOR

AMITA

Faculty, E.C.C., Safidon, Jind

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; 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, 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. 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.

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>

KEY SKILLS IDENTIFICATION AND TRAINING NEED ANALYSIS @ SMALL AND MEDIUM RETAILERS IN DELHI AND NCR

POOJA MISRA

ASST. PROFESSOR

**BIRLA INSTITUTE OF MANAGEMENT TECHNOLOGY
GREATER NOIDA – 201 306**

NEHA JOSHI

STUDENT

**BIRLA INSTITUTE OF MANAGEMENT TECHNOLOGY
GREATER NOIDA – 201 306**

RAHUL GOYAL

STUDENT

**BIRLA INSTITUTE OF MANAGEMENT TECHNOLOGY
GREATER NOIDA – 201 306**

ABSTRACT

In today's date, the retail industry in India is in its booming phase and is expected to grow at a rate of 14% by 2013. With 100% FDI allowed in wholesale cash and carry trade and 51% in single brand retail, there is ample competition being provided to the unorganised retail formats by the organised retailers. With competition constantly knocking at their doorstep, retailers need to be able to withstand the competition and sustain in the long run. Identification of the relevant skill sets and attributes which positively impact the topline and bottomline and training on these skill sets can act as a key differentiator and empower the retailers and his employee force in providing efficient customer service, effectively managing supply chain, minimizing costs and being technologically proficient. The research study attempts to identify the skill sets and attributes imperative for efficient functioning of Small and Medium retailers and assess the training need analysis which can strengthen their operations and help them flourish. Being not so large in size, Small and Medium retailers cannot afford the luxury of spending gigantic amount of money and time on market research and training of their staff. At the same time, due to lack of proper training, they might not be able to withstand and might crumble in the face of the competition prevailing from big retail formats. The study also focuses on identifying training gaps and assessing the training requirement with regards to the attributes identified for small and medium enterprises in the organised and unorganised retail sector of Delhi and the National Capital Region. Primary data was collected from organised and unorganised small and medium retailers in Delhi and National Capital Region using a questionnaire. The sample size consisted of 158 respondents. The data was first analysed with the help of a reliability test using cronbach alpha to determine the validity of attributes related to each skill set. Subsequently, factor analysis was used to determine the attributes and skill sets considered important by the Retailers for profitable functioning and thereby training gaps were studied. With a KMO value of 0.824 and chi square value of 865.632 factor analysis was considered appropriate. The attributes identified were successfully loaded on the six identified components – Customer skills, work and communication skills, managerial skills which is a combination of leader and business skills, analytical skills and people skills. The retailers identified the following skill sets as crucial to their business functioning: customer handling both internal and external ie employees and consumers; work (including technical skills) and communication skills; managerial skills; analytical skills and people skills. On further analysis, it was observed that attributes such as : finding alternate solutions to problems and challenges, consideration of customers viewpoint, importance of effectively satisfying customer needs, motivate colleagues in achieving of organizational goals, actively exchanging and deliberating on ideas, recognizing and rewarding of employees, aligning resources to meet business needs and, interpreting and analyzing financial data are laid more emphasis on from the perspective of the retailer and the retailer needs to constantly train and develop their employees in these areas.

KEYWORDS

Small and Medium retailers, skill sets, attributes, training need analysis.

INTRODUCTION

The retail industry in India is in its booming phase and is expected to grow at a rate of 14% by 2013. The first step towards allowing foreign direct investment in the retail industry was taken in 2006 and since then the country has received a cash inflow to the tune of Rs. 901.64 crore. Whilst 100% FDI is permitted in whole cash and carry trade and 51% in single brand retailing, the Government of India is actively toying with the idea of allowing FDI in multi brand retail too. National Accounts Data sourced from Central Statistical Organisation shows that the rate of growth of the private organised retail and private unorganised retail have virtually converged over the four years ending 2008-09.

With competition constantly knocking at their doorstep, small and medium retailers in the organised and unorganised sectors need to be able to withstand the competition. Small and medium retailers taken for purpose of the research are those with a store size of more than 2000 sq ft and turnover of less than one crore.

It is imperative for the retailers to understand the skill sets essential for their efficient and smooth functioning and invest in strengthening of these skill sets. In this context, the different skill sets identified from the Literature Review are Communication skills, Work and Technical skills, People skills, Leader skills, Customer skills and Analytical skills. Training, if provided in these key areas can improve the performance level of individual employees and in turn will positively impact the overall performance of the store. The importance of various skill sets can be described as below:-

COMMUNICATION SKILLS

“The art of communication is the language of leadership.” – James Hume. In the retail industry people involvement is very high and customer interface is maximum, hence communication plays a major role in its success. Communication can be within the organization, amongst the internal customers or with the external customers. Training in communication skills will positively impact the functioning of any retail store.

WORK AND TECHNICAL SKILLS

Working methodology of any organization is important for its success. Pre-defined goals and objectives set clarity within the employees and help them blend their personal development goals with the organisational goals. Removing the walls that separate people can foster teamwork in the organisation. It should be taken care that the managers and employees are clear both on performance objectives and how the performance will be measured. Retailers are progressively

investing in technological tools and thus they need to constantly upgrade the technological skills of their employees. For example the retail stores who use ERP in their POS, need to upgrade the technical skills of their employees. Training in technical skills can reduce the wait time of customers, help maintain efficient inventory levels and ensure seamless supply chain management. Training of work skills help upgrade individual productivity and team performance levels.

PEOPLE SKILLS

"Be the change you want to bring about and model the behaviours you are trying to encourage." People are a critical factor to the success for any retail store. Customer interaction with a ready to help attitude and effective convincing skills are an asset. Training in people skills includes providing an insight on peer interaction, motivating sales staff towards achievement of their targets, generating team spirit amongst the employees and above all treating the customer as a king.

LEADERSHIP SKILLS

As defined by Warren G. Bennis, "Leadership is to have inspired, energised followers". As per David Antonioni, "Leadership is all about enabling followers to attain meaningful goals, especially goals that are bigger than any single individual could accomplish alone. The best and most mature leadership is about selfless service, not about gaining power and control over people." Leaders are not only born; they are also made by inculcating and polishing their leadership qualities. Employees should be empowered and held accountable for their decisions. This increases the sense of responsibility in them and helps make them feel engaged. Employee engagement is all about winning the minds and hearts of the employees so that they are ready to put in discretionary effort. Training of leadership skills to key employees helps improve the management of front line executives.

CUSTOMER SKILLS

As per Jimi Hendrix, "Customers are the king in any business. As a sales person, if you act as his best advisor, counsellor and mentor by discussing their needs in a friendly way, you can win the confidence and trust of the customers." Customer is the king and customer feedback and their involvement within the store increases the credibility of store and store employees. Training of front line executives and key personnel is important so that they can understand and gauge customer needs and requirements. Front line executives are the face of the retail store and the Brand that they represent.

BUSINESS SKILLS

As said by *Andrea Jung*, "You have to combine instinct with good business acumen. You just can't be creative, and you just can't be analytical." Successful businesses read its competitors and new players in time and strategize accordingly. Employees must understand the different techniques that are being used by their competitors. Training in business skills will help employees understand their competitor strategies. Employees should be empowered to innovate and generate ideas for improvement in their own functioning.

ANALYTICAL SKILLS

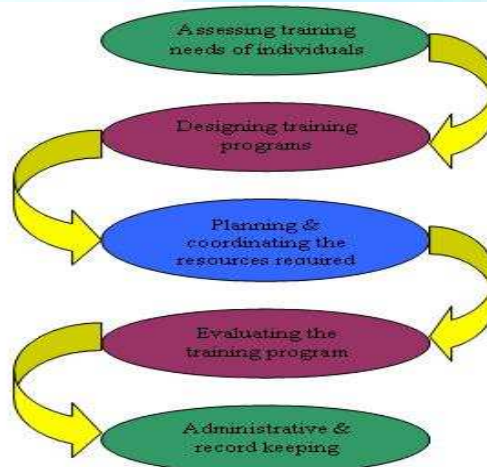
Numbers play key role in judging the performance of any retail outlet. Employees must understand the game of numbers and their importance. Training in analysis of sales and stock availability must be provided so that they are able to process and interpret data. Employees can also be a source of information about changes taking place in the business environment and about the existing scenario to their supervisors. This can help improve the performance level of the store.

TRAINING NEED ANALYSIS

Training of employees in the skill sets and attributes identified can help create the key differentiator for the retail outlets. Retailers through training need analysis can identify the skill sets in which training is to be imparted to their employee work force.

Training needs analysis is defined as a series of activities conducted to identify problem areas / issues in the workplace, and to determine whether training is an appropriate tool. The need analysis specifically defines the gap between the current and the desired individual and organizational performances.

Figure 1



RESEARCH OBJECTIVE

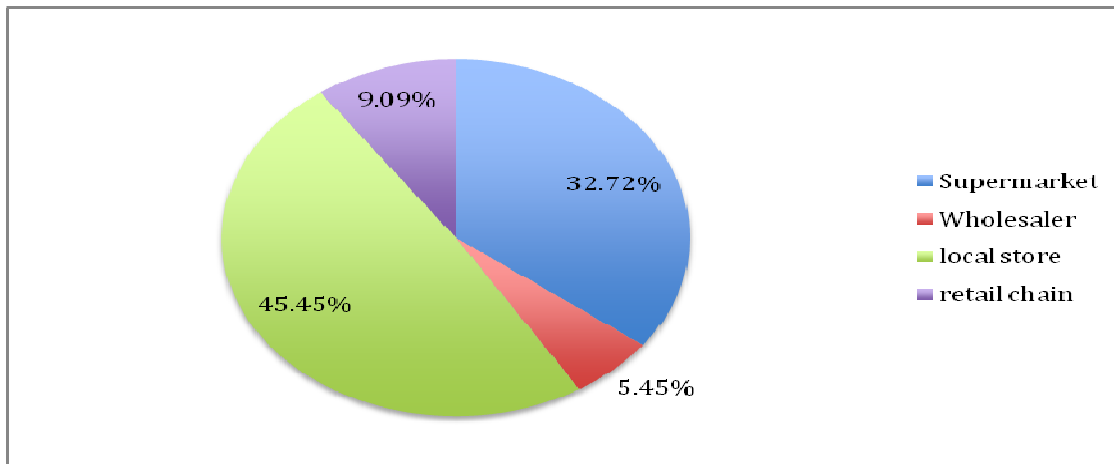
- To identify the attributes crucial to retailers.
- To map and analyse the skill sets important for effective functioning of small and medium retailers in the organised and unorganised sector in Delhi and NCR
- To conduct a training needs analysis and identify the training gaps in these retail outlets.

METHODOLOGY

Given the exploratory nature of the research, the design of the approach for investigation included self-completed questionnaires and possible secondary sources. A likert scale questionnaire was designed and a sample size of 158 small and medium retailers spread across Delhi and NCR was taken. The respondents were personally approached for purposes of filling the questionnaire. It included both the organised as well as unorganised retailers and consisted of supermarkets, wholesaler; local stores and retail chain outlets. The filling of the questionnaire by retailers through the interview process was conducted between May1, 2010 and June 30, 2010.

The graph below represents the distribution of different formats of store which were taken for our analysis.

FIGURE 2



The data gathered from the retailers was compiled and analysis was carried out to classify the skill sets imperative for a retailer and thereafter training gaps were identified. Thus, a need was felt to identify the attributes important for retailers and see if there was any correlation between these attributes and skill sets identified through the literature review. This also gave an insight to the areas in which the retailers and their employees needed upskilling and training. On studying the sample size, it was seen that of the respondents who had filled out the questionnaire, 78.1% were in the range of employing 1-10 employees, 20.05% were employing 10-20 employees and 1.85% employed more than 20 employees. Of the total respondents 64.84% felt that training was crucial and were already providing training in some form or other whilst 35.17% responded to the contrary.

DATA ANALYSIS AND RESULTS

On analysing the data of 158 respondents of small and medium retailers in the organised and unorganised sectors of Delhi and NCR it was seen that:

LIKERT SCALE ANALYSIS

The reliability test was conducted to know the validity of attributes related to each skill set taken into account from the literature review. We have considered seven skill sets for training and need analysis of various retailers. These skill sets are –

1. Work Skills
2. Communication Skills
3. People Skills
4. Leader Skills
5. Customer Skills
6. Business Skills
7. Analytical Skills

CRONBACH'S ALPHA TEST

The Cronbach alpha test provides the alpha value for each skill through which the reliability of the skill sets was checked.

ANALYSIS OF RELIABILITY TEST

TABLE 1

Factor	Cronbach's Alpha
Work and Technical Skills	0.519
Communication Skills	0.572
People Skills	0.489
Leader Skills	0.612
Customer Skills	0.708
Business Skills	0.372
Analytical Skills	0.472

From the table it can be inferred that work and technical skills, communication skills, leader skills and customer skills are reliable as cronbach alpha value of these factors are greater than 0.5. However, for people skills, business skills and analytical skills cronbach alpha value is less than 0.5 which is not acceptable. So either these factors are not important to the retailers or the attributes related to these skills need to be reclassified.

Factor Analysis was subsequently conducted to determine the skill sets and respective attributes for each skill set considered important for seamless and effective functioning of the small and medium retailers.

FACTOR ANALYSIS

VALIDITY OF FACTOR ANALYSIS

A KMO value of 0.824 indicates that the correlation between the pairs of variables can be explained and factor analysis is appropriate. The Chi- Square value of 865.632 allows us to use factor analysis as an appropriate data reduction technique.

KMO AND BARTLETT'S TEST

TABLE 2

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.824
Bartlett's Test of Sphericity	Approx. Chi-Square	865.632
	df	231
	Sig.	.000

Eigenvalues represent the amount of variance associated with the factor. The results show that six components are able to explain 57.956% of variance. The scree plot being the plot of the eigenvalues against the number of factors in order of extraction shows that the numbers of factors are primarily six.

FACTORS EXTRACTED FROM TOTAL VARIANCE EXPLAINED TABLE

From the table it can be inferred that there are six components whose Initial Eigen values are greater than 1. So these six principal components or factors are extracted from the designed instrument

TABLE 3: ROTATED COMPONENT MATRIX(A)

	Component					
	1	2	3	4	5	6
Do you establish and document goals and objectives	-.145	.023	.009	.060	.692	-.156
Do you encourage collaboration of fellow employees to achieve results	.151	.561	.204	.062	.008	.043
Do you seek and utilize opportunities for continuous learning and self-development	.099	.403	.330	.515	.028	.124
Do you meet regularly with subordinates to discuss job performance	.444	.391	-.025	.081	.082	.460
Do you anticipate unexpected hurdles or obstacles to a plan or project	.215	.751	-.075	.080	-.010	.145
Do you accurately attend to/understand ideas which are exchanged	-.034	.479	.209	.083	.061	.463
Do you deliver influential presentations	.085	.723	.243	.005	-.074	.032
Do you display confidence in others abilities and talents	.091	.094	.171	.073	-.091	.795
Do you network with others across organizational boundaries	.101	.378	.162	-.524	.364	.023
Do you recognize and reward people for doing their best	.064	.277	.448	-.090	.517	-.023
Do you constructively receive criticism and suggestions from others	.494	.061	.260	.011	-.093	.385
Are you able to align manpower, design work, an allocate tasks to achieve goals	.200	.220	.643	.128	.071	.230
Do you empower others to achieve results and hold them accountable for actions	.401	.088	.636	.017	-.357	.091
Do you motivate /influence others in order to reach organizational goals	.456	.370	.181	.138	.065	.051
Do you consider customers point of view when making decisions	.636	.290	.220	.214	-.178	-.299
Are you effective in satisfying customer needs	.767	.138	-.132	.045	.038	.111
Do you pursue the best customer-focused responses that add value to the business	.726	.119	.332	-.046	.079	.091
Do you align resources to meet the business needs of the	.064	.177	.614	.143	.192	.069
Do you understand the costs, profits, markets, and added value of issues	.157	.163	.020	.780	.136	.009
Do you select the appropriate techniques for analysis	.269	-.205	.016	.111	.728	.163
Do you interpret financial data, reports, balance sheets, and cash flow analysis	.028	.069	.483	.577	.021	.170
Do you generate alternative solutions to problems and challenges?	.497	-.028	.229	.431	.157	.039

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

METHOD OF VARIABLE DIVISION

Variable which hold values >0.3 in rotated component matrix will be covered in the respective component.

INFERENCE

Various components and covered attributes are as follows –

COMPONENT 1 – ATTRIBUTES COVERED FROM INSTRUMENT

- Do you meet regularly with subordinates to discuss job performance?
- Do you constructively receive criticism and suggestions from others?
- Do you empower others to achieve results and hold them accountable for actions?
- Do you motivate /influence others in order to reach organizational goals?
- Do you consider customers point of view when making decisions?
- Are you effective in satisfying customer needs?
- Do you pursue the best customer-focused responses that add value to the business?
- Do you generate alternative solutions to problems and challenges?

Component 1 is referring to the Customer it could either be internal customers (Employees) or external customers (Consumers). In the retail business ultimate goal of any organization is to provide best service to its customer and employees always play an important role to satisfy the consumers. So the first component is inferred to be as **CUSTOMER HANDLING SKILLS**.

COMPONENT 2 – ATTRIBUTES COVERED FROM INSTRUMENT

- Do you encourage collaboration of fellow employees to achieve results?
- Do you seek and utilize opportunities for continuous learning and self-development?
- Do you meet regularly with subordinates to discuss job performance?
- Do you anticipate unexpected hurdles or obstacles to a plan or project?
- Do you accurately attend to/understand ideas which are exchanged?
- Do you deliver influential presentations?
- Do you network with others across organizational boundaries?
- Do you motivate /influence others in order to reach organizational goals?

Component 2 is referring to work skills (including technical skills) and Communication skills needed in a retail organization to make good coordination among teams and to get the final organizational goal. So the second component is inferred to be as **WORK & COMMUNICATION SKILLS**.

COMPONENT 3 – ATTRIBUTES COVERED FROM INSTRUMENT

- Do you seek and utilize opportunities for continuous learning and self-development?
- Do you recognize and reward people for doing their best?
- Are you able to align manpower, design work, an allocate tasks to achieve goals?
- Do you empower others to achieve results and hold them accountable for actions?
- Do you pursue the best customer-focused responses that add value to the business?
- Do you align resources to meet the business needs?
- Do you interpret financial data, reports, balance sheets, and cash flow analysis?

Component 3 is referring to Managerial Skills which requires various report analysis, work allotment and customer response. Final outcome of this skill is to add value to the business.

So the third component is inferred to be as **MANAGERIAL SKILLS**.

COMPONENT 4 – ATTRIBUTES COVERED FROM INSTRUMENT

- Do you seek and utilize opportunities for continuous learning and self-development?
- Do you network with others across organizational boundaries?
- Do you understand the costs, profits, markets, and added value of issues?
- Do you interpret financial data, reports, balance sheets, and cash flow analysis?
- Do you generate alternative solutions to problems and challenges?

Component 4 is referring to Analytical Skills which include various financial learning and continuous self improvement. So the fourth component is inferred to be as **ANALYTICAL SKILLS**.

COMPONENT 5 – ATTRIBUTES COVERED FROM INSTRUMENT

Do you establish and document goals and objectives ?
 Do you network with others across organizational boundaries?
 Do you recognize and reward people for doing their best?
 Do you empower others to achieve results and hold them accountable for actions?
 Do you select the appropriate techniques for analysis?

Component 5 is a combination of various skills which include work skill, people skill and analytical skill.

COMPONENT 6 – ATTRIBUTES COVERED FROM INSTRUMENT

Do you meet regularly with subordinates to discuss job performance?
 Do you accurately attend to/understand ideas which are exchanged?
 Do you display confidence in others abilities and talents?
 Do you constructively receive criticism and suggestions from others?

Component 6 is referring to **People Skills**.

ANALYSIS OF RELIABILITY TEST FOR FACTORS EXTRACTED FROM FACTOR ANALYSIS-

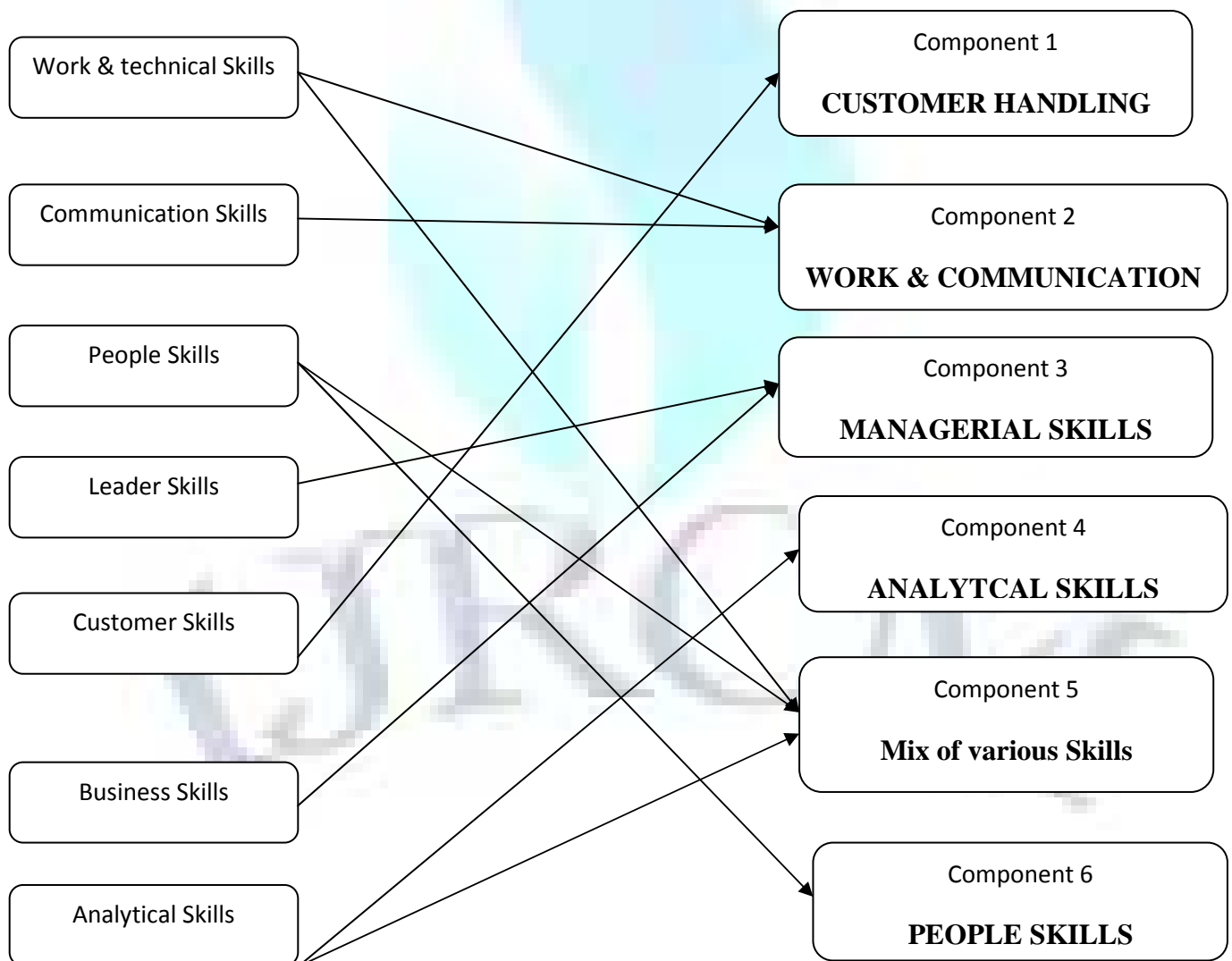
TABLE 4

Factor	Cronbach's Alpha
Component 1	0.789
Component 2	0.748
Component 3	0.737
Component 4	0.533
Component 5	0.438
Component 6	0.609

From the table it can be inferred that component 5 has value less than 0.5 which is not acceptable.

RELATION BETWEEN COMPONENTS EXTRACTED FROM FACTOR ANALYSIS AND FACTORS TAKEN FROM LITERATURE REVIEW

FIGURE 3



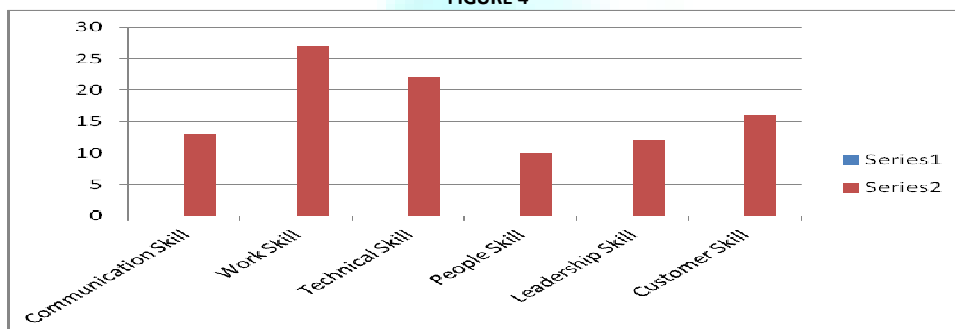
CROSSTABS - WHERE DO YOU LACK AGAINST YOUR COMPETITOR? * TYPES OF TRAINING PROCEDURE YOU WOULD LIKE TO FOLLOW

The in-depth analysis has helped us identify the skill sets and the attributes linked to the skill sets that the retailers find crucial to success of the operations of their business outlets. A small survey was designed to help identify the areas in which the retailers found themselves lacking against their competitors.

TABLE 5

Where do you lack against your competitor	Total
Communication Skill	13
Work Skill	27
Technical Skill	22
People Skill	10
Leadership Skill	12
Customer Skill	16
	100

FIGURE 4



A large chunk of 27% retailers think that they lack in work skills while 22% found that training was required in technical skills. With regards to customer skills 16% were of the opinion that improving customer sensitivity and uptraining their employees on soft skills would be advantageous to them. 12% and 10% retailers felt that their employees needed to be trained on leadership skills and people skills.

REGRESSION ANALYSIS

Post the findings on the attributes that the small and medium retailers in the organised and unorganised sectors of Delhi and NCR felt that they needed an analysis was conducted to help identify the areas in which the training needed to emphasise on. The regression analysis helped us determine the attributes which are imperative and have a higher weightage in influencing the particular component / skill set. The attributes with Beta value greater than 0.1 are the attributes which the retailers need to especially focus on and uptrain their employees on for efficient and outstanding performance.

COMPONENT 1

TABLE 6 MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.406(a)	.165	.108	1.544	.165	2.892	8	117	.006

COEFFICIENTS(A)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5.173	1.032		5.014	.000		
	Do you meet regularly with subordinates to discuss job performance	.040	.151	.026	.262	.794	.731	1.369
	Do you constructively receive criticism and suggestions from others	.046	.142	.032	.326	.745	.725	1.379
	Do you empower others to achieve results and hold them accountable for actions	.037	.160	.023	.233	.816	.719	1.391
	Do you motivate /influence others in order to reach organizational goals	-.149	.177	-.084	-.841	.402	.709	1.410
	Do you consider customers point of view when making decisions	-.573	.248	-.243	-	.023	.644	1.553
	Are you effective in satisfying customer needs	.493	.190	.275	2.308	.010	.640	1.562
	Do you pursue the best customer-focused responses that add value to the business	.006	.158	.004	.039	.969	.574	1.743
	Do you generate alternative solutions to problems and challenges?	-.399	.125	-.292	-	.002	.856	1.169

ATTRIBUTES WHICH ARE INFLUENCING COMPONENT 1

Do you consider customers point of view when making decisions?
Are you effective in satisfying customer needs?
Do you generate alternative solutions to problems and challenges?

COMPONENT 2

TABLE 7: MODEL SUMMARY

Model	R	R Square	Change Statistics						
			Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.393(a)	.155	.095	1.533	.155	2.605	8	114	.012

COEFFICIENTS(A)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.244	.951		3.411	.001		
	Do you encourage collaboration of fellow employees to achieve results	.092	.160	.055	.575	.567	.824	1.213
	Do you seek and utilize opportunities for continuous learning and self-development	.098	.148	.067	.662	.509	.734	1.363
	Do you meet regularly with subordinates to discuss job performance	.140	.157	.091	.895	.373	.711	1.406
	Do you anticipate unexpected hurdles or obstacles to a plan or project	.224	.129	.180	1.736	.085	.693	1.442
	Do you accurately attend to/understand ideas which are exchanged	.274	.148	.179	1.850	.067	.789	1.268
	Do you deliver influential presentations	-.436	.130	-.345	-	.001	.699	1.430
					3.349			
	Do you network with others across organizational boundaries	.071	.117	.056	.609	.544	.877	1.140
	Do you motivate /influence others in order to reach organizational goals	-.484	.175	-.274	-	.007	.753	1.328
					2.761			

ATTRIBUTES WHICH ARE INFLUENCING COMPONENT 2

Do you anticipate unexpected hurdles or obstacles to a plan or project?
 Do you accurately attend to/understand ideas which are exchanged?
 Do you deliver influential presentations?
 Do you motivate /influence others in order to reach organizational goals?

COMPONENT 3

TABLE 8: MODEL SUMMARY

Model	R	R Square	Change Statistics						
			Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.198(a)	.039	-.019	1.640	.039	.679	7	116	.690

COEFFICIENTS(A)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.012	.946		3.184	.002		
	Do you seek and utilize opportunities for continuous learning and self-development	-.008	.161	-.006	-.051	.960	.704	1.421
	Do you recognize and reward people for doing their best	.178	.138	.123	1.290	.200	.905	1.105
	Are you able to align manpower, design work, an allocate tasks to achieve goals	.018	.216	.009	.085	.933	.673	1.485
	Do you empower others to achieve results and hold them accountable for actions	-.041	.171	-.025	-.241	.810	.740	1.351
	Do you pursue the best customer-focused responses that add value to the business	-.096	.151	-.067	-.638	.524	.753	1.329
	Do you align resources to meet the business needs	-.169	.150	-.118	-1.124	.263	.756	1.323
	Do you interpret financial data, reports, balance sheets, and cash flow analysis	.155	.136	.119	1.140	.257	.754	1.327

a Dependent Variable: Where do you lack against your competitor?

ATTRIBUTES WHICH ARE INFLUENCING COMPONENT 3

Do you recognize and reward people for doing their best?
 Do you align resources to meet the business needs?
 Do you interpret financial data, reports, balance sheets, and cash flow analysis

COMPONENT 4

TABLE 9: MODEL SUMMARY

Model	R	R Square	Change Statistics						
			Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.313(a)	.098	.060	1.572	.098	2.589	5	119	.029

COEFFICIENTS(A)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.505	.823		4.258	.000		
	Do you seek and utilize opportunities for continuous learning and self-development	.042	.145	.029	.292	.771	.794	1.259
	Do you network with others across organizational boundaries	.049	.111	.039	.445	.657	.988	1.012
	Do you understand the costs, profits, markets, and added value of issues	.037	.136	.027	.272	.786	.747	1.339
	Do you interpret financial data, reports, balance sheets, and cash flow analysis	.185	.132	.144	1.397	.165	.719	1.392
	Do you generate alternative solutions to problems and challenges?	-.421	.126	-.311	-3.352	.001	.880	1.137

a Dependent Variable: Where do you lack against your competitor?

ATTRIBUTES WHICH ARE INFLUENCING COMPONENT 4

Do you interpret financial data, reports, balance sheets, and cash flow analysis?
Do you generate alternative solutions to problems and challenges?

COMPONENT 5

TABLE 10: MODEL SUMMARY

Model	R	R Square	Change Statistics						
			Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.145(a)	.021	-.020	1.651	.021	.515	5	120	.765

COEFFICIENTS(A)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.773	.898		3.087	.003		
	Do you establish and document goals and objectives	.010	.115	.008	.085	.933	.887	1.127
	Do you network with others across organizational boundaries	-.054	.122	-.043	-.444	.658	.863	1.158
	Do you recognize and reward people for doing their best	.180	.144	.127	1.251	.214	.794	1.259
	Do you empower others to achieve results and hold them accountable for actions	-.093	.149	-.058	-.627	.532	.949	1.054
	Do you select the appropriate techniques for analysis	.056	.122	.044	.460	.646	.877	1.140

a Dependent Variable: Where do you lack against your competitor?

ATTRIBUTES WHICH ARE INFLUENCING COMPONENT 5

Do you recognize and reward people for doing their best?

COMPONENT 6

TABLE 11: MODEL SUMMARY

Model	R	R Square	Change Statistics						
			Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.127(a)	.016	-.016	1.648	.016	.496	4	121	.739

COEFFICIENTS(A)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.030	.948		3.197	.002		
	Do you meet regularly with subordinates to discuss job performance	-.043	.150	-.028	-.287	.774	.843	1.187
	Do you accurately attend to/understand ideas which are exchanged	.200	.151	.127	1.328	.187	.883	1.132
	Do you display confidence in others abilities and talents	-.147	.192	-.075	-.765	.446	.848	1.179
	Do you constructively receive criticism and suggestions from others	.024	.140	.016	.168	.867	.856	1.168

a Dependent Variable: Where do you lack against your competitor?

ATTRIBUTES WHICH ARE INFLUENCING COMPONENT 6

Do you accurately attend to/understand ideas which are exchanged?

Note – VIF (variation inflation factor) is used to measure the effect of multi collinearity on regression result. As value of VIF is b/w 1 and 2 in the above regression tables so there is no effect found on regression models.

From the regression analysis, it was observed that with regards to the Customer handling attribute, the retailer needs to focus on uptraining their employees on understanding the customer's viewpoint while making decisions and effectively satisfying customer needs. Customer is the king and understanding their mindset would help the retailer make apt decisions with reference to the kind of products that should be stocked in the outlet and the level of inventory to be maintained. The employee also needs to be keyed in to provide alternate solutions to challenges posed and be in a mindframe of providing quick and apt solutions to customers. This would help in generating a loyal customer base. To move the needle higher in the Work and Communication attribute, the training for the retailers need to lay special emphasis on being able to anticipate and find solutions to unexpected hurdles; understand and capitalise on ideas which are exchanged amongst employees and deliver influential presentations and motivate and align their employees personal goals with the organisational goals. Pre defined goals and objectives set clarity within the employees and help them blend their personal development goals with the organisational goals. Effective and seamless communication assists in crisp and clear flow of the vision, mission and objectives of the management to people at all levels. Communication aids the employees in convincing both the external and internal customers.

During training on the managerial and analytical attribute, emphasis should be laid on developing skills which aid employees on aligning of scarce resources to meet business needs which would boost the bottomline of the retailer. Training on interpretation of financial data, reports, balance sheet and cash flow analysis would keep the employees focussed on both the topline and bottomline. Training in analysis of sales and stock availability will help employees process and interpret data correctly. In addition recognizing and rewarding team members would keep them motivated and passionate about delivering on their goals. It would generate team spirit and help employees collaborate actively with one another in addition to being motivated and put in the discretionary effort toward achieving of organisational goals. Promotion of idea generation and innovation is an important constituent of People skills and organisations today lay special emphasis on the same. Ideas from the shop floor many a times result in cost cutting measures. Employees are the face of the organisation, they are able to understand and gauge the pulse of the customer and bring forth the voice of the customer. Thus it is imperative that exchange of ideas should be promoted and employees should be encouraged to voice their opinion. This would also have a positive impact on employee engagement.

CONCLUSION

The retailers identify the following skill sets as crucial to their business functioning: customer handling both internal and external ie employees and consumers; work (including technical skills) and communication skills; managerial skills; analytical skills and people skills. On further analysis, it was observed that attributes such as : finding alternate solutions to problems and challenges, consideration of customers viewpoint, importance of effectively satisfying customer needs, motivate colleagues in achieving of organizational goals, actively exchanging and deliberating on ideas, recognizing and rewarding of employees, aligning resources to meet business needs and, interpreting and analyzing financial data are laid more emphasis on from the perspective of the retailer and the retailer needs to constantly uptrain their employees in these areas. Customer is the king and improving customer handling and communication skills of employees helps in customer relationship management, wooing of the customer and generation of a loyal customer base. Work and analytical skills will assist in maintaining the right category of product, inventory management and loss prevention. Effective People skill of employees is reflected in a ready to help attitude. To top it leadership skills makes an employee responsible towards the organisational goals and makes them feel engaged. An engaged employee is one whose heart and mind is with the organisation and training on all these attributes only serves to make the employee engaged and loyal to the retailing outlet.

LIMITATIONS OF THE STUDY

The sample was drawn from the small and medium enterprises in the organised and unorganised retail sector of Delhi and NCR. Thus, it might be possible that the sample might not be representative of the small and medium retailers of the country as a whole as business practices could vary across regions and cultural and state boundaries.

REFERENCES

- Malhotra Naresh K. Marketing research: An applied orientation. India : Pearson Publication, 2005.
- Kotler Philip, Keller, Koshy, Jha. Marketing Management. India : Pearson Publication, 2009
- Levin R; Rubin D, Statistics for Management: Seventh Edition; Pearson Publication; 2009
- SPSS Online tutorials; <http://www.chillibreeze.com/tutorials/SPSS-Tutorial-Preview.asp> Chillibreeze publication; May 17, 2010
- The Future of Indian Fashion; <http://www.insightinstore.com/?p=1798>; April 15, 2010
- Fashion Biz : Trade Information; <http://www.ttisfashionbiz.com/articles/industry-outlook/item/2726-india-needs-affordable-'fast-fashion'-brands-rather-than-luxury-fashion-labels.html>; April 15, 2010
- Third Eyesight; <http://thirdeyesight.in/blog/2008/04/06/fast-fashion-workshop/>; May 15, 2010
- Training needs assessment; www.ispi.org/pdf/suggestedReading/Miller_Osinski.pdf
- Training needs analysis; http://en.wikipedia.org/wiki/Training_needs_analysis/
- Pfeffer. Jeffrey; Six dangerous myths about pay; Harvard Business review on managing people; Reprint May-June 1998
- Livingston. J. Sterling; Pygmalion in Management; Harvard Business review on managing people; Reprint October 1988
- <http://www.rediff.com/getahead/2007/jan/08soft.htm>
- <http://www.leadershipnow.com/communicationquotes.html>
- http://www.dougsmithtraining.com/quotes_on_leadership.html
- <http://www.quotesea.com/quote/youhavetocombineinstinctwithagoodbusiness>
- <http://www.dirjournal.com/guides/sample-questionnaires-for-training-needs-analyses/>
- http://www.businessperform.com/workplace-training/training_needs_analysis.html
- <http://www.citehr.com/216532-mphil-research-training.html#post973143>
- <http://traininganddevelopment.naukrihub.com/training-scenario/retail-fmcc/>
- http://www.frontlinelearning.com/Article_Leadership_Natural_Leader.html
- http://www.frontlinelearning.com/Article_Communication_Can_We_Talk.html

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Commerce, IT 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