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EFFECTIVENESS OF PAY-FOR-PERFORMANCE AND FIXED-PAY PRACTICES: AN ASSESSMENT OF PAY SATISFACTION, COMMITMENT AND TURNOVER INTENTION

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ABSTRACT

Over the past few years, there has been a growing trend of pay-for-performance practices which consists of two components; 1) fixed pay and 2) Pay for Performance (PFP). This concept of performance enhancer triggered the sense of competitiveness both for business as well as better talents. Organizations started implementing pay-for-performance practices (fixed pay + performance based pay) to attract and retain best talents and it reduced the practice of traditional pay practices (fixed salary), where salary and hikes are based on seniority. This paradigm shift and growing interest of organizations in implementing pay-for-performance practices raises a question, whether pay-for-performance is an effective strategy to retain employees. To assess the effectiveness, we studied the significance difference between fixed pay practices and PFP practices based on pay satisfaction, commitment and turnover intention of employees. For the study, we have collected data from 113 employees from manufacturing sector, education sector, transportation sector IT and ITES sector and studied whether there is any significant difference between fixed pay practices and performance based pay practices on various dimensions of pay satisfaction (Pay level satisfaction, Benefit satisfaction, Pay raise satisfaction and Pay structure and Administration satisfaction), overall pay satisfaction, commitment and turnover intention. Result shows that employees' attitude is same irrespective of traditional pay practice (fixed salary/ fixed-pay practice) or pay-for-performance practices. That shows there is no significant difference between employees' perception on pay satisfaction, commitment and turnover intention between these two types of pay practices.

ROLE OF CORPORATE GOVERNANCE ON PERFORMANCE OF PRIVATE COMMERCIAL BANKS IN BANGLADESH: AN ECONOMETRIC ANALYSIS

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ABSTRACT

The paper seeks to examine the relationship between corporate governance (CG) mechanisms and firm's performance using 29 Private Commercial Banks (PCBs) listed in Dhaka Stock Exchange Ltd. for the period 2010. Corporate Governance Compliance Index (CGCI) has been developed using the code of Bangladesh Bank (BB) and Securities and Exchange Commission (SEC) to measure the compliance of CG mechanisms. The company size, ownership structure, company's age, board size and return on assets have been compared with CG mechanisms. Ordinary Least Square (OLS) method used for estimation and the multiple regression method used for analysis the data. The study found that there is a positive significant relationship between ROA, company size, board size and CGCI while the study found less significant impact of ownership structure on CG practices.

IDENTIFYING OPPORTUNITIES, CHALLENGES AND INFRASTRUCTURE REQUIREMENTS FOR ESTABLISHING SECONDARY MARKETS IN ETHIOPIA

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ABSTRACT

Witnessing growing primary market for equity and debt securities, Ethiopia is in dire need for secondary markets. The purpose of this study is to assess the opportunities, challenges and infrastructure requirements for the establishment of secondary market in Ethiopia. Being an exploratory qualitative study, data collection was done from interviews with higher officials of different stakeholders' organizations, and from secondary sources like official websites of financial institutions and published reports. The result of the research shows that Ethiopia should pave the way for securities markets development in the medium term as their benefits exceed costs and the country has many opportunities that can facilitate the development of such markets with a few challenges. The study also indicates the institutions and infrastructures needed for the development of organized and vibrant security market in Ethiopia, and suggests the formation of a high-level committee comprising representatives of major stakeholders. Such committee is recommended to share experiences from developed, emerging and least developed countries in order to establish an apex regulatory authority and develop comprehensive legislations on companies and securities.

A NOVEL BANKRUPTCY PREDICTION MODEL BASED ON SUPPORT VECTOR DATA DESCRIPTION METHOD

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ABSTRACT

In today's world, investment security is one of the leading concerns of economic environment and bankruptcy is one of the major problems which associated with. In this paper, we provide a novel bankruptcy prediction model for one year before its outbreak. By background literature review, 42 variables were selected as the variables proposed. Then, using stepwise discriminate analysis, optimal variables were selected for entry into the model. These variables in order of importance are: total liabilities to total assets, retained earnings to total assets, operating income to sales and net income to total assets. Having selected the final variables, by using 10-fold cross-validation technique, the model was built by using Support Vector Data Description (SVDD) algorithm. Empirical tests show that the SVDD model that is a one-classed classifier reached 100% and 95.81% accuracy rates for training and hold-out data.

ANALYSIS OF FACTORS INFLUENCING EXPORT VOLUME: THE NIGERIAN EXPERIENCE

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ABSTRACT

The research work is on the Analysis of factors influencing Export volume in Nigerian Economy. The objectives of the study was to show the trend of export volume over the years; estimate the factors influencing export volume in Nigeria; determine the relationship between GDP and export volume and to offer suggestions and recommends on how export volume can enhance Nigeria economic growth and development. The study adopts descriptive statistics, regression analysis and correlation analysis on the macro economic variables (i.e export volume, gross domestic product, interest rate, exchange rate, import, openness and inflation rate). Secondary data from central bank of Nigeria (CBN) was mainly used for this study to test the relative significance of the variables. The result shows that all the variables (interest rate, inflation rate, total import, degree of openness and exchange rate) have negative relationship with the export volume except the GDP. The coefficient of determination (R^2) regression of GDP is 99.4%. R-square shows that about 99.4% total variations in GDP is explained by the explanatory variables (exchange rate, inflation rate, import, degree of openness and interest rate). Meanwhile, GDP and degree of openness are significant at 1% and import is significant at 5% level of probability respectively. The correlation analysis shows that inflation rate, interest rate and degree of openness have a negative relationship with export volume, while other variables have positive relationship with export volume. But degree of openness is significant at 1%. This implies that degree of openness is an important factor contributing to export volume in Nigeria. The study therefore concluded that GDP, degree of openness and import are important variables influencing the export volume that would invariably lead to economic growth and development of Nigerian economy.

A MODEL FOR ORGANIZING, MEASURING, ANALYZING STUDENTS' KNOWLEDGE AND PERFORMANCE

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ABSTRACT

Present work tries to offer a new view on the current, vastly discussed and successfully engaged concept of a Data Warehouse. This view presents it in the light of Knowledge Management that includes knowledge sharing and knowledge reuse. i.e., a Data Warehouse can serve as a storage medium for keeping the business memory, or at least involving certain varieties of data. It helps to get new knowledge by presenting well integrated data to analysis tools and then becomes an important part of Executive Information Systems or Decision Support Systems. Sharing and reuse of relevant knowledge during project could prove significant benefits. Data Warehouse by storing, managing and sharing data contributes to the growth of knowledge and may show the way to improve the institution's quality and success. Data mining can be used for the purpose of discovering new knowledge from large databases. New knowledge may be further managed by the applications of knowledge sharing and reuse. Data mining as a new technology allows the user to access or process large amount of information generated mainly from large databases using its latest database technologies. Thus the present work relates Data Warehousing and Data Mining to Knowledge Discovery and Knowledge Management including knowledge sharing and knowledge reuse. The intention is to apply this problem to the higher education sector and compare their results to diagnose pros and cons.

DETERMINANTS OF CUSTOMER LOYALTY AND SUBSCRIBER CHURN OF MOBILE PHONE SERVICES IN GHANA

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ABSTRACT

This paper investigates determinants of customer loyalty and subscriber churn among Ghanaian tertiary students. The study addresses two research questions: What factors are responsible for customer loyalty in mobile telephony? What factors influence mobile users to change mobile telephone provider? The study employed binary logit model and used a sample survey data. The results indicate that students' mobile switching behaviour is affected by factors relating to customer service, service quality and mobile service price. Also, customer loyalty of students is dependent on call quality and brand image. The results have implications that mobile service providers should consider their service quality, prices, customer service and brand image to retain subscribers.

FACTORS AFFECTING CUSTOMERS' ATTITUDE TOWARDS INFORMATION TECHNOLOGY ADOPTION IN COMMERCIAL BANKS OF ETHIOPIA: A CASE STUDY OF SELECTED BANKS IN MEKELLE CITY

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ABSTRACT

Information Technology infrastructures have various advantages for business organizations like financial institutions, and more particularly banks. They assist to improve their service quality, increase speed of service delivery, minimize cost, increase profitability, offer convenience in providing anytime and anywhere banking. Hence, adoption of such technologies is highly appreciated. However, the implementations of the technologies depend on the attitude of customers towards the technology to be adopted. Therefore, this research is concerned with investigating the factors affecting attitude of customers towards Information Technology adoption in the banking sector; because, customers are the ultimate users of the technology to be adopted. Such factors are discovered based on Roger's Diffusion of Innovation theory which identifies five variables affecting customers' attitude for technology adoption; these are simplicity, trialability, relative advantage, observability and compatibility. Multiple regression model is used to determine the significance of the variables. Accordingly, all variables except compatibility are found to significant. The attitude of the banks' staff to technology adoption is also assessed using descriptive statistics; since they are stakeholders of the technology adoption, and it is assessed that they have positive attitude. Similarly, descriptive statistics is used to examine the existing status of the banks in Information Technology adoption. And most commercial banks are found lagging behind in adopting Information Technologies that can provide them with multi-directional benefits.

EFFECTIVE USE OF TRAINING FEEDBACK FOR REINFORCEMENT OF LEARNING AND EMPLOYEE DEVELOPMENT

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ABSTRACT

The technology intensive telecom industry mandates a radical approach to training management, delivery and calls for an integrated holistic feedback mechanism to positively impact employee productivity and performance. Organization learning and development function is an important catalyst that facilitates the creation of an agile and engaged workforce capable of meeting the current and future business requirements. An effective learning & development framework coupled with a multi dimensional feedback mechanism is a precursor to building a highly competent work force. This paper is based on primary research data from a leading telecom company, compiled over a span of ten months, and provides conclusive linkages between an effective feedback mechanism and employee competency development in the telecom industry.

IMPACT OF DEMOGRAPHIC VARIABLES ON FACTORS OF JOB SATISFACTION OF EMPLOYEES IN PUBLIC SECTOR: AN EMPIRICAL STUDY

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ABSTRACT

Human resources are the people at work who are utilizing their talent, skill, ability and competence for the achievement of the organizational and individual goals. The human resources are very important for the successful performance of the organization in which they work. Their services towards the growth and the development of the organization in co-ordination with the management are valuable and their ever-developing skills and aptitudes are instrumental for the effective functioning of the institution. Employee Welfare measures and good working environment would greatly reduce turnover and absenteeism and improve workers' Satisfaction and efficiency to a greater extent. Significance of the studies of this type gets greatly enhanced as they clearly show the lacunae and also what could be done to improve the situation. Keeping this in view to fill the gap, a modest attempt has been made to study demographic variables on the factors of job satisfaction in this paper. To conduct the above study a state owned power sector organization in Krishna District of Andhra Pradesh, India, is selected as there are hardly studies in power sector relating to job satisfaction of the employees. The present paper/ study have been aimed at the identification of both the organizational variables and personal factors influencing the job satisfaction among the employees. This paper concentrate more on the effect of demographic variables like gender, level of education, age, length of service, salary, nature of employment etc. on job satisfaction.

SUBSCRIBERS' ATTITUDE TOWARDS DTH SERVICES

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ABSTRACT

Advancement in science and technology has brought out many types of equipment, machineries and apparatus, which made human life more comfortable and enjoyable. Direct to Home (DTH) is the recent addition and has become a major entertainment medium attracting the mind of everyone. Currently, there are 130 million TV households in the country, while there are only 7-8 million DTH households. Today, the concept of DTH has really become popular in India. People are highly looking forward to acquire one such service to bring entertainment and knowledge into their homes. In this regard, you can see quite a few companies who are endeavoring to provide the best services at some affordable rate. Subscribers' opinion about the DTH is paramount of importance. This paper highlights the subscriber preference, attitude and their problems. So a study of this kind will help the consumers to know which DTH products will suit their requirements.

ISSUES AND CHALLENGES INDIAN BUSINESS: VISION 2020 WITH THE REFERENCE OF MICRO, SMALL AND MEDIUM ENTERPRISES (MSMEs) IN INDIA

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ABSTRACT

Micro, Small and Medium Enterprises (MSMEs) have played a significant and pivotal role in the entire economic development process in the world including developing & developed countries both. Since last three decades, this sector had played a critical & remarkable role in developing Indian economy through creation of employment opportunities, income generation, equitable distribution of income, developing the spirits of entrepreneurship hence contributing towards poverty alleviation. But with the expectation that the India will be transformed a developed country in 2020 (Vision-2020), so the role and responsibility of this sector has increased multi-fold and multi-faceted. In the coming decade rapid rise in levels of education, high rates of technological innovation and application, cheaper communication that dissolves physical and social change throughout world, easier information access, opening global markets, changing supply chain systems, changing human demographics, from manufacturing to the services sector and from capital resources to human and knowledge resources, technology, organization, information, education and productive skills will, therefore play a critically decisive role in governing the future course of development of the Micro, Small and Medium Enterprises (MSMEs) with the fulfillment of Vision 2020. This Vision-2020 cannot be achieved with the completion of inclusive growth, environmentally sustainable growth, regional co-operation and integration, good governance, infrastructure development and partnerships. Micro, Small and Medium Enterprises (MSMEs) would play a very critical, vital and dominant character in this scenario. However, this sector is passing through a number of challenges and issues in domestic and global market competition, though, varieties of opportunities in today's highly competitive and dynamic economic environment. A particular concern of this paper is to identify issues and challenges and opportunities for Indian MSMEs to contribution to attain Vision- 20202.

ENHANCING JOB SATISFACTION OF SOFTWARE PROFESSIONALS: THE RELEVANCE OF EMOTIONAL QUOTIENT

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ABSTRACT

The success of any business organization depends on the people who work for it. Job satisfaction is a key aspect in keeping employees happy and in creating a positive work environment. Software industry is no exception to this. Nowhere are human resources as critically important as in the software sector. Therefore, attracting, training, retaining and motivating the professionals are the critical success-determinants of this industry. The present research study conducted reveals that the software professionals working at Bangalore are in more comfortable zone than the nearby IT city of Cochin. This comparative study on the Job Satisfaction of Software Professionals done as part of academic program evaluates the levels of job satisfaction among software professionals working in these two metros. It also emphasises the relevance of emotional intelligence (EI) at work place for the success of an organization and ultimately in creating a satisfied employee. A few researches believe that EI is an inborn characteristic, while majority of others believe that it can be learned and strengthened. The advantages are many fold. Various studies reveal a correlation between high levels of emotional quotient and superior levels of job satisfaction. Also, better productivity. On the personal side, increased career success, effective leadership and better health are the other by products.

A SURVEY ON CONSUMER ATTITUDE TO CHOOSE AND USE VARIOUS TELECOM SERVICES

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ABSTRACT

With the introduction of Liberalization, Privatization and Globalization (LPG) concept in the telecom sector in India, service quality and customer satisfaction has become a yardstick to achieve business success. More focus has been laid on the customer requirement and fulfilling them under single window solution. Faced with the stiff competition in the market, telecom companies are adopting various imperative business strategies to survive in the market. Customers are also in a demanding position, asking for their requirement. This study analyses the consumer attitude in choosing and using of various telecom services. Based on the type of service, it has been categorized into three service area, viz. Landline services, Mobile services and Internet services. This study represents the findings of quantitative and qualitative research into consumer attitude towards the choosing and usage of telecom services in India. The very purpose of the research is to provide an insight into the understanding of the consumer demand according to the telecom market. The main objectives of the study are to identify the level of usage of various telecom services, the factors that motivate the customer to choose the particular service, the perception and the decision of the customer to choose the service and the influence of various factors like age, gender, economic status, household structure, life style and locality in the service usage.

COUNTERPRODUCTIVE WORK BEHAVIOUR (CWB) AND LOCUS OF CONTROL (LOC) AMONG MANAGERS

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ABSTRACT

Research study was conducted to enquire the relationship between Counterproductive Work Behaviour (CWB) and Locus of control (LOC) among Government, Semi-government and Private sector organization's junior, middle and senior level managers of Haryana, India. Total 270 managers were chosen on availability basis from various Government (90), Semi-government (90) and Private sector (90) organizations. Selected 90 subjects from each sector were further consisting of 30 managers each from junior, middle and senior level management. Data was collected by questionnaire method and analysed using descriptive statistics and Karl Pearson's correlation method. On comparison of all the three groups of managers taken from Government organizations i.e. Junior Manager (JM), Middle Level Manager (MM) & Senior Manager (SM), the tendency of CWB among JM was found higher, where as it was comparatively low among MM & SM. Similar, comparison for different groups of managers i.e. JM, MM & SM under the Semi-government category revealed that means values for CWB was higher among SM and lower for JM & MM. Comparison of means values for all the three groups of managers from Private sector organizations i.e. JM, MM & SM have shown higher tendency of CWB among JM and lower among MM & SM. There was no significant difference in the means values of LOC among groups of managers like JM, MM & SM taken from Government organizations. There was no significant difference in the mean values of LOC among various groups of managers such as JM, MM & SM chosen from Semi-government organizations. The means values of LOC among Private sector organization's managers have shown significant difference in the means values of SM in comparison to JM & MM. The Correlations between CWB & LOC among various groups of managers like JM, MM & SM taken from Government organizations were positive but non-significant. The correlations between CWB & LOC among different groups of managers like MM & SM chosen from Semi-government organizations were positive but non-significant. But, the correlation was negative and non significant for JM of Semi-government organizations. The correlations between CWB & LOC among groups of managers like MM & SM for Private sector organizations were positive and non-significant but it was negative and non-significant in the case of JM.

CORPORATE GOVERNANCE FAILURES IN INDIA - A REVIEW

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ABSTRACT

Corporate governance is defined as “the system by which companies are directed and controlled”. The separation of ownership and control in corporations with dispersed ownership structure highlights the agency issue due to conflict between agents (managers) and principals (shareholders). Corporate governance issues in India are, however, due to a different agency problem that arises on account of the conflict between dominant and minority shareholders. Therefore, the corporate governance mechanism in India should focus on safeguarding minority shareholders from expropriation by dominant shareholders. This research identifies the issues responsible for corporate governance failure. A case study is done for some selected companies to identify the key issues for governance failure.

SIGNIFICANCE OF INCLUSIVE GROWTH IN INDIAN ECONOMIC DEVELOPMENT – A STUDY

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ABSTRACT

India today is the world's fourth-largest economy of around a trillion dollars. Economic reforms initiated in the 1990s have transformed the Indian economy from an inward-looking economy with moderate growth to an internationally competitive, fast growing economy. Average annual growth has increased from 3.6% during 1951-52 to 1980-81, referred to as the Hindu rate of growth, to an average of 6.6% during 1991-92 to 2006-07. Economic reforms have accelerated the pace of integration of the economy with the rest of the world. The ratio of external trade to GDP has gone up from 12.7% in 1950-51 (it had declined to a low of 7.5% in 1970-71) to 34.4% in 2005-06. This global integration has improved the international competitiveness of the economy by reducing rent seeking and encouraging technological innovation. The rate of growth has accelerated and the level of poverty reduced. By sustaining this high growth, as envisaged in the 11th Five Year Plan, which began on April 1, 2007, India will become a middle income country in terms of the current World Bank threshold level of per capita income of \$875. Growth, though crucial for reducing the level of poverty and improving living standards of our people, is not enough by itself. It needs to be more inclusive, more widespread and accompanied by moderate inflation. The question most important is of two India's: "While India's top students at the best educational institutions are setting global standards, many, if not most of the country's children, leave government primary schools with few basic skills. While we have "medical tourism" from abroad, most primary health centres do not function well. While the Tatas and Mittals are acquiring global companies, our villages lack most of the basic amenities. While the price of urban property is escalating, the level of stunting and under-nutrition amongst the poor is alarming." our study has modest attempt to analyse the significance of inclusive growth in present day trend of down turn performance of Indian economy since 2011

A STUDY ON EMPLOYEE JOB PERFORMANCE (A COMPARATIVE STUDY OF SELECT PUBLIC AND PRIVATE ORGANIZATIONS)

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ABSTRACT

Managing human resources in today's dynamic environment is becoming more and more complex as well as important. Recognition of people is a valuable resource in the organization has led to increases trends in employee performance and job security. Performance Appraisal is the important aspect in the organization to evaluate the employee's performance. It helps in understanding the employees work culture, involvement, and satisfaction. It helps the organization in deciding employee's promotion, transfer, incentives, and pay revision. A performance appraisal is an evaluation about Organizational actions and provides feed back to Employees with an eye on improving future performance. Effective performance appraisal system contains two basic systems operating in conjunction i.e Evaluation system and Feedback system. Then reason for having a system of performance appraisal to establish and uphold the principle of accountability. The chief causes or organization failures are "non-alignment of responsibility and accountability". In the severely non-aligned system no one is accountable for anything. In this event the principle of accountability breaks down completely. Hence organizational failure is the only possible outcome. In the above context the researcher has selected one public sector organization and one private sector organization, The main objective of the study to evaluate the performance Appraisal System practices in select Public and Private sector organizations. To collect the data for the purpose of the study, a sample of 150 (one hundred fifty) respondents from each company has been chosen totaling to 300 respondents. Questionnaires were administered to those respondents. Respondents were chosen using Stratified Random sampling technique. However, only 206 questionnaires were found to be with complete information and valid for the study. The overall response rate was 67%. This sample is deemed reasonable because often studies in conflict are based on small samples.

ORGANISATIONAL AND ENVIRONMENTAL DETERMINANTS OF PERFORMANCE APPRAISAL SYSTEM: A REVIEW AND FRAMEWORK FROM CONTEXTUAL PERSPECTIVE

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ABSTRACT

This paper reviews the major developments in performance appraisal practice and research, current state of performance appraisal briefly and by identifying the gap, highlights the need for more study with contextual perspective. This review of relevant literature delineates major organisational contextual factors (intra and extra) such as structural and environmental which influence performance appraisal process and outcome. Number of independent variables such as size, life-cycle stage, industry, sector, technology, unionisation, human resource strategy; economic, political, legal, physical and social environment of the organisation have been summarized. Further, this review aims to prepare a model in order to test the influence of these large set of factors on performance appraisal practices. In conclusion, this review provides context-specific nature of performance appraisal system and directs the need for future research in Indian context which can have implications for developing new appraisal system in India.

E-LEARNING INITIATIVES TO AUGMENT BUSINESS PERFORMANCE: AN EMPIRICAL STUDY OF SELECT AUTO COMPONENT FIRMS

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ABSTRACT

E-learning is a most widely acknowledged concept that has evolved as an outcome of the Integration of Information and Communication Technology (ICT) with the training and developmental practices of business organizations. E-learning fosters computer aided and network enabled transfer of knowledge and skills to the workforce so as to cater to their diverse needs in alignment with the fulfillment of organizational goals. There are thousands of Computer Based Learning (CBL) and Web Based Learning (WBL) techniques and software applications available online as well as off-line. The most extensively used of them are Learning Management System(LMS), Authoring tools, Interactive Communication Tools, Content Management systems(CMS), groupware, office suite, mind-mapping tools, project scheduling tools, slide shows, webinars, web-conferences, multimedia elements and simulations. This empirical paper examines the effectiveness of various E-learning tools and techniques used in auto-component industry in order to enhance the job related skills and competencies of their workforce. An attempt was also made to investigate and find out whether the massive investments made on e-learning applications in auto-component firms facilitate in augmenting their business performance by reducing the cost of training and the task-time.

INTERPRETIVE STRUCTURAL MODELING BASED APPROACH FOR ADOPTING CPFR IN INDIAN INDUSTRIES

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ABSTRACT

Collaborative planning forecasting and replenishment (CPFR) is the latest technology offers great potential to improve supply chain effectiveness by making a balance between the necessary customer demand and the sufficient product supply. This paper is concerned with the identification of the variables that are important for CPFR adoption. An empirical survey was conducted among Indian industries to investigate the knowledge about CPFR adoption. In order to understand key variables in CPFR implementation, interpretive structural modeling approach have been applied. This structure portrayed to identify mutual relationship between the variables. The aim of this paper is to develop a framework to improve business performance. Such an integrated framework has significant insights into relationship between variables and enables a better understanding of important factors necessary for CPFR adoption in Indian industries.

TECHNOLOGY TRENDS AND IMPACT OF ROBOTICS IN THE CORPORATE WORLD AT DIFFERENT LEVELS OF MANAGEMENT

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ABSTRACT

Roboticians develop man-made mechanical devices that can move by themselves, whose motion must be modelled, planned, sensed, actuated and controlled, and whose motion behaviour can be influenced by "programming". Robots are called "intelligent" if they succeed in moving in safe interaction with an unstructured environment, while autonomously achieving their specified tasks. Robots are very powerful elements of today's industry. They are capable of performing many different tasks and operations precisely and do not require common safety and comfort elements humans need. However, it takes much effort and many resources to make a robot function properly. Most companies that made robots in the mid-1980s no longer exist, and only companies that made industrial robots remain in the market. As with humans, robots can do certain things, but not other things. As long as they are designed properly for the intended purpose, they are very useful and will continue to be used. Robotics technology is developing at a rapid pace, opening up new possibilities for automating tasks and enriching the lives of humans. Robotics is a part of our world.

PERFORMANCE APPRAISAL ACT AS A MAJOR MOTIVATIONAL SOURCE

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ABSTRACT

Performance Appraisal is a continuous process and done annually as a formal exercise before completion of the financial year. Appraisal has tremendous motivational impact on people through meaningful feedback and is a powerful tool for recognition. A performance appraisal is a method by which the job performance of an employee is evaluated typically by the corresponding manager or supervisor. A performance appraisal is a part of guiding and managing career development. It is the process of obtaining analyzing and recording information about relative worth of an employee to the organization.



FOREIGN DIRECT INVESTMENT FLOWS INTO INDIA AND THEIR CAUSAL RELATIONSHIP WITH ECONOMIC GROWTH SINCE LIBERALISATION

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ABSTRACT

Though foreign direct investments (FDIs) in India were significant in the 1950s and 1960s, FDI inflows were meager in the 1970s and 1980s. By the mid-1980s, the stagnation and technological obsolescence in Indian industry led to a push for economic reform and deregulation of exchange controls. As a result of the reforms agreed with the IMF, FDI boomed in post reform India and FDIs in India are considered to be a major stimulus in our economic growth as it has the ability to curtail the shortage of financial resources and the shortage of technology and skill consequently. But the researchers are also of the opinion that FDI may exert a negative impact on economic growth of the recipient countries by extracting their labour and other resources. Hence this study is an attempt to overcome this ambiguous and mixed opinion by assessing the causal relationship between FDI Flows and Indian Economic Growth using the quarterly figures for investment flows and General Index of Industrial Production (IIP) for the period starting from Quarter 1 of 1994-95 to Quarter 4 of 2010-11. The results provide the evidence of unidirectional causality running from FDI Net Flows to IIP and explain the existence of both long-run and short-run relationship between FDIs and IIP. Thus the findings of the study unambiguously suggest that FDIs have not been established as a major dominant factor for the economic growth of India and the Indian policy makers should offer the foreign investors with the real prospects to invest in Indian markets by offering them the most constructive economic conditions as these things positively influence foreign investments in India.

INCLUSIVE GROWTH AND REGIONAL DISPARITIES IN ANDHRA PRADESH**V. VANEENDRA NATHA SASTRY****ASST. PROFESSOR****DEPARTMENT OF HUMANITIES & SOCIAL SCIENCES****NALLA MALLA REDDY ENGINEERING COLLEGE****DIVYA NAGAR****ABSTRACT**

This paper deals with inclusive growth and regional disparities in Andhra Pradesh. The Eleventh Five Year Plan, approved by the National Development Council on 19th December 2007 reaffirms India's commitment to a planned economic development to improve the economic conditions of our people and an affirmation of the role of the government in bringing about this outcome through varied social, economic, and institutional means. It provides a comprehensive strategy for inclusive development, building on the growing strength of the economy, while addressing weaknesses that have cropped up. The aim of strategy for growth in the 11th five year plan is to achieve a growth process that meets the objectives of inclusiveness and sustainability. It also includes policies that are sector specific to ensure that the structure of growth that is generated and the institutional environment in which it occurs achieves the objective of inclusiveness in all its many dimensions. To meet the needs of a growing economy and to promote social equality, education and skill development sectors receive high priority in the 11th plan. This can be achieved by empowering those currently excluded due to unequal access to education and skills to participate in the growth process. The main objective of this paper is to explain the factors that are neglected in the 11th five year plan in the context of social sector development. Immediately after the state was formed, the challenge of development policy was to form a single economic entity from the existing diverse units and to hasten the growth of its productive sectors along with the promotion of adequate opportunities to ensure broad based participation by all sections of society. This paper identifies the important elements of inclusive growth as: agricultural growth, employment generation and poverty reduction, social sector (health and education) development and reduction in regional and other disparities. Here, we confine our discussion to health and education from the four elements of inclusive growth.

STRATEGIES TO COPE UP WORK - PLACE STRESSORS: AN EMPIRICAL STUDY IN EDUCATIONAL INSTITUTIONS

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ABSTRACT

In modern societies, stress has become a widespread phenomenon and therefore an issue of major concern to employees as well as to organizations. Higher education is not immune to this problem. Teachers' work has always been considered to be very stressful. A host of factors cause stress. It has been identified that poor workplace relations are one of Organizational Stressors. If not developed coping strategies that encourage Workplace Camaraderie, faculty stress will have more negative than positive consequences and thwarts the Organizational effectiveness. The aim of this research is to investigate what aspects of Workplace relations cause stress on an individual and to find out the coping strategies that encourage Workplace Camaraderie that combat stress operatively and strategically in Educational institutions. The sample for the study was faculty from engineering colleges in Hyderabad. A well framed questionnaire was used as primary source of information regarding organizational stressors. The secondary sources of data are used for framing strategies to handle stress at workplace. The Analysis of the study resulted in framing a model that consists of appropriate measures that helps an individual to manage stress effectively in educational institutions.

DETERMINANTS OF JOB SATISFACTION AMONG EMPLOYEES IN INFORMATION TECHNOLOGY INDUSTRY IN DELHI

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ABSTRACT

The process of globalization and economic reforms has not only changed the structure of occupation but also brought about instability of tenure. In such a situation employees face low job satisfaction and tend to change job frequently. This in turn poses a fundamental challenge for human resource management particularly in Information Technology industries. This study seeks to describe the determinants of job satisfaction among employees in Information Technology industry in Delhi. A sample of 212 employees from five Information Technology industries completed the questionnaire. T-test, one-way analysis of variance and correlation analysis is performed to arrive at results. Among the socio-demographic variables gender and caste does not seem to have any influence on job satisfaction. However age, educational level and length of service in IT industry significantly influence job satisfaction. Similarly organizational experiences of employees such as cooperation and autonomy also have significant influence on job satisfaction. The human resource managers in IT industry need to change their strategies to retain employees.

MODERN CHALLENGES TO WOMEN ENTREPRENEURSHIP DEVELOPMENT: A STUDY OF DISTRICT RAJOURI IN JAMMU AND KASHMIR STATE

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RAJOURI**

ABSTRACT

Entrepreneurship is a modern innovation which is getting rapid popularity because of its unique characteristics. Entrepreneurship now a day's offers multiple employment opportunities to youths and also acts as a strong source in the development of a nation's economy. Women entrepreneurship is also a modern concept with its roots in general entrepreneurship. This concept has been latterly introduced so that women can get opportunities for jobs and display their talents. Women entrepreneurship as is a modern development needs a concern on various issues which include new opportunities as well as challenges. Present study seeks to interpret the perception of women entrepreneurs regarding various factors which could act as barriers to women entrepreneurship development in future in Rajouri district of Jammu and Kashmir. The paper further highlights various factors which could have a strong impact on entrepreneurship business. The study documents a survey of two hundred and sixty four women entrepreneurs involved in different fields of business in Rajouri district of Jammu and Kashmir.

INTERNATIONAL HRM CHALLENGES FOR MNC's

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ABSTRACT

The firms operating in international market face different conditions and competitions. Multinationals are characterized by an interdependence of resources and responsibilities across all business units regardless of national boundaries. These companies have to cope with large flows of components, products, resources, people and information among their subsidiaries, while simultaneously recognizing the specialized resources and capabilities of each. This demands a complex process of coordination and cooperation involving strong cross-unit integrating devices, a strong corporate identity and well developed worldwide management perspective. People play a key role in any type of business activity but their role has become very critical in the new economy and service sector.

INSIDER TRADING: GOVERNANCE, ETHICAL AND REGULATORY PERSPECTIVE**NIDHI SAHORE****LECTURER****BHAVAN'S USHA & LAKSHMI MITTAL INSTITUTE OF MANAGEMENT****NEW DELHI****ABSTRACT**

The rational of potency along with protection is encouraged in the corporate form of business because of the agency logic. The corporate world of today has witnessed a number of trials where the voracious and malicious intentions of individuals have raised questions over certain corporate entities and actions of individuals who were at the helm. The kind of challenges and demands faced by managers of this era pushes them to leave their ethics behind and drive them to egg on financial irregularities, misuse confidential information and misrepresentation of facts. Though there are regulations to generate awareness on this issue but crafty managers take advantage of lacunae in the regulation to benefit them. The feebleness of governance mechanisms has created havoc time and again in the corporate world with a lot of financial shams in the past as well as in the present. One fresh instance is proven Insider trading allegations on Mr. Rajat Gupta which has some very useful insights for India to strengthen its regulation and increase the purview of its judiciary to punish the guilty.

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Thanking you profoundly

Academically yours

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