



## INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE AND MANAGEMENT

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- 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.

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- 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.

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**THE STRATEGY OF DE-INTERNATIONALIZATION OF THE SMES OF THE FOOTWEAR IN THE AREA METROPOLITANA DE GUADALAJARA**

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**ABSTRACT**

*The aim of this paper is to analyze the exogenous and endogenous factors that determine the strategy of de-internationalization of SMEs in the sector of the footwear in the Metropolitan Zone of Guadalajara (ZMG). The proposed model explains the adoption of the strategy of de-internationalization from studies of comparative cases of SMEs in the footwear sector of the ZMG. In-depth interviews were applied to managers and staff involved during the time that the company was exporting. Analysis points out that lack of strategic planning and the instability in the foreign currency exchange rate are major factors that determine the strategy of de-internationalization in SMEs in the ZMG. Also, it is evident that the strategic imbalance during the de-internationalization strategy is not considered as a failure, but rather as an opportunity to redirect it and thus grow in the local market.*

**PROFILING INDIAN CONSUMERS BASED ON ACCEPTANCE OF MOBILE MARKETING**

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**ABSTRACT**

Mobile marketing has gained popularity over the last several years and its unique characteristics made it adorable to many companies. It is defined as the use of the mobile medium as a means of marketing communications. With fast changing lifestyles of today's consumers, mobile marketing has evolved as a new ways to reach target audiences. This paper identifies distinct market segments based on consumers accepting mobile marketing. Demographic and technological variables were taken as criteria to segment the market. Data was collected from consumers in India and later factor analysis and cluster analysis were conducted to segment Indian consumers. The result showed that certain variables differentiate market segments from each other. Indian consumers were segmented into three categories: The knowingly nonuser, The real acceptor and The uninterested. The knowingly nonuser segment have technological knowledge about mobile, but privacy issue and non-innovativeness keep them away from accepting mobile marketing. The real acceptors are relatively younger with technological knowledge, interest in mobile and they are the real consumer segment accepting mobile marketing. The uninterested segment does not carry any interest or knowledge about mobile marketing and are not at all interested in it. Firms can use different marketing strategy to target these consumers present in various segment. Retaining the exiting users of mobile marketing, firms can attract consumers of The knowingly nonuser category using permission based marketing. This will help to generate more profit and likeability for advertisings through mobile marketing.

**HOW CAN FREE TRADE EXCEL ECONOMIC GROWTH**

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**ABSTRACT**

*We have conducted a survey of journal articles that have examined the relationship between free trade and economic growth. In particular, we have carefully selected six empirical studies that were published over a ten-year period and critically reviewed, and evaluated these studies in depth. We have also extensively presented and discussed the issues as well as the controversies that are related to the various measures of openness. In a number of the trade-growth empirical studies researchers have made major attempt to identify the relationship between free trade and economic growth. Most of the trade-growth studies show that there is a positive relationship between free trade and economic growth. However, some of these influential studies have been subject to strong criticism, mainly due to a number of methodological shortcomings. As for the million-dollar question: Does free trade advance economic growth? Our conclusion is that this question is not yet resolved, because although researchers have devoted considerable efforts to show a positive trade-growth relationship, nevertheless, the methodologies and the measurements applied in these studies have been fragile to the scrutiny of critics.*

**CORPORATE GOVERNANCE AND FIRM PERFORMANCE IN NIGERIA**

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**ABSTRACT**

*This study examines the relationship between corporate governance (governance scores) based on data set provided by institutional investors (shareholders) services (IIS) and three firm performance indicators: return on equity (ROE), Net profit margin (NPM) and Dividend Yield (DY) of ten quoted companies in Nigeria. The study used the r and t –test at 5% level of significance in relation to time series and cross sectional data on the variables. The result shows a positive and significant relationship between return on equity (ROE) and corporate governance, Net Profit margin (NPM) and corporate governance, dividend yield (DY) and corporate governance. This paper advocate that better governed firms have higher divided yields, net profit margin and return on equity than poorly governed firms. However, minimum amount of information in line with the requirement on corporate governance should be provided by companies in Nigeria.*

**LABOR FORCE VERSUS POPULATION GROWTH RATE - A STUDY OF UNEMPLOYMENT IN J&K STATE**

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**ABSTRACT**

*The present study observes that there are some diversifying trends in the occupational pattern of J&K State. Occupational patterns of the State have shifted from Agricultural Sector (Primary) to Services Sector (Tertiary), without undergoing the development of the Manufacturing Sector (Secondary) – which provides the opportunities for creation of jobs on a larger scale. This shows that there exists lopsided path of economic development on one hand and agricultural backwardness on the other. This agricultural backwardness has created an alarming situation of unemployment in the State, as this sector does not have the capacity to absorb the ever increasing unemployed labor force of the State. This is due to the fact that there is limited technological advancements in this sector in the State, thus leading to limited employment opportunities for the unemployed youths of the State.*

**VALUE ADDED TAX AND ITS IMPLICATION ON PROFITABILITY**

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**ABSTRACT**

*The introduction of Value Added Tax (VAT) has brought a sea change in the Sales Tax Law. Though the primary objective of the Value Added Tax is to arrest the cascading effect of tax, it has a major impact on the price of the product and therefore the general public is also exaggerated by the new tax. The Value Added Tax will definitely help in achieving the uniformity in tax rate and classification of goods, at the same time it has a major impact on the profitability of entrepreneur and price of the goods. The present paper aims to analyze the impact of Value Added Tax on cost- price- profit of entrepreneur and revenue of the Government and also suggest ways and means to improve the profitability of the entrepreneurs.*

**SWOT ANALYSIS OF DAIRY COOPERATIVES: A CASE STUDY OF WESTERN MAHARASHTRA**

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**ABSTRACT**

*Dairy farming is a subsidiary occupation of agriculture in rural India. Dairy cooperatives are considered as an instrument for rural development and national prosperity which are needed to stimulate and increase producers' access to technology, extension and related services, and thereby enhance efficiency production and marketing of dairy products. The present study was undertaken in Western Maharashtra to explore the role of Gokul Dairy Cooperative (Kolhapur, Western Maharashtra) in the development of dairy farmers with the specific objectives of investigating the role of cooperative in livestock service delivery. A pretested interview schedule was used to collect data from 150 dairy producer members of the cooperative by personal interview method supplemented by information from focused group discussion with dairy farmers, staff members and key informants. The group discussions with respondents, staff members, key informants and product buyers were also conducted to summarize the Strengths, Weaknesses, Opportunities and Threats (SWOT) of Gokul Dairy Cooperative. The study reported that Gokul cooperative provided 46 livestock services under seven broad heads. The cooperative has been successful in strengthening dairy production and marketing by effective livestock service delivery to dairy farmers. SWOT Analysis of the study revealed that, cooperative had strong and weak sides with respect to functioning for providing the services. Finally, to expand proven initiatives and strengthen good practice there was a need to improve upon the quality of the services and reduction in cost of services delivered so that farmers would be more content with the services provided by the dairy cooperatives to increase their production and marketing.*

**ORGANIZATIONAL CULTURE AND ITS IMPACT ON ORGANIZATIONAL LEARNING - A STUDY ON INSURANCE COMPANIES**

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**ABSTRACT**

*The organizations at present are functioning in a highly competitive and dynamic environment and there is a continuous challenge of survival and sustainability for all organizations. There is a need for all companies to learn new things from internal and external environment that will improve their competence and capability. This learning moves an organization towards the concept of Learning Organization. As such it could be seen that the competition before Insurance Companies are very large due to dramatic change in customer requirements and continuous entry of new private players. The only source of competitive advantage can be found in continuous innovation of the insurance products. To achieve this Insurance Companies need to become more effective Learning Organization. Moreover the companies should have the required characteristics to support and stimulate better learning that results in superior outcomes. This research has identified culture as an organizational feature that supports learning and explores how different types of culture stimulate different levels of learning. The research employed is survey design, deriving a sample of 378 respondents from 10 Insurance Companies. The quantitative design entailed two survey instruments: Organizational Culture Assessment Instrument (OCAI) and Organizational Learning Instrument (OLI). Canonical Correlation Analysis was done to study the impact of Organizational Culture on Organizational Learning. The findings of the study show a better understanding of the relationship between 4 types of culture and 2 levels of learning. Suggestions of the study have implications for both the researcher as well as for managers of Insurance Companies to create a culture that stimulates better learning and enables long term success for organizations.*

**A STUDY ON THE OPERATIOINAL EFFICIENCY OF THE TAICO BANK THROUGH VARIOUS MODELS**

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**ABSTRACT**

*The Tamilnadu Industrial Cooperative Bank (TAICO Bank) started functioning from November, 1962 to cater fully to the credit needs of various industrial cooperatives and small scale industries. It has undergone various changes from its inception to till date. Therefore, an attempt has been made in this paper to know the factors influencing net profit through multiple linear regression analysis, to identify the transitional changes in the working of TAICO Bank through a Cluster Model, to understand the periodic changes in the functioning of the bank through Tukey Hamming Model, to evaluate the operational efficiency and time series changes through Auto Regressive Integrated Moving Average (ARIMA) Model and to identify the dominating ratios for measuring the efficiency of the TAICO Bank.*

## IMPACT OF ADVERTISING ON CHILDREN AND ADOLESCENTS

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### ABSTRACT

*Advertising exerts pervasive influence on children and adolescents. Young people view more than 40, 000 ads per year on television alone and increasingly are being exposed to advertising on the Internet, in magazines, and in schools. There are multiple negative outcomes like childhood obesity, poor nutrition, and cigarette & alcohol use. Media education has been shown to be effective in mitigating some of the negative effects of advertising on children and adolescents.*

**RECRUITMENT OF TEACHERS VERSUS ADEQUACY - EFFORTS NEEDED TO PURGE THE GAP**

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**ABSTRACT**

*There is an increasing awareness around the world for incorporating professional management into traditional public services hitherto dominated by the governments to achieve resulted pro rata to the investments. Similar trend has been encompassing the school education sector. Many countries have been initiating reforms to facilitate school based management. It would be appropriate to analyze the prevailing practices of school management in the context of similar reforms being initiated in India. This paper is an integral part of the doctoral dissertation – ‘A study of Management Practices of Secondary Schools’. The main objective of this paper is to explore the prevailing human resource practices in school management in terms of teacher adequacy, shortage and recruitment. A sample of 188 secondary schools – about 34% of the population in Krishna district of Andhra Pradesh in India, was selected through stratified sampling technique. The primary data was collected through self designed questionnaire and interview schedules. Chi-Square Test and simple percentages were used to analyze the data with the help of SPSS-17. The findings reveal that the teacher recruitment is not done basing on the pupil-teacher ratios and shortage analysis. Moreover, teachers are mass-recruited on occasionally making no difference from recruitment of other clerical staff. The schools don't have a voice in recruitment.*

**JUNK FOOD VS. ORGANIC FOOD: VALIDITY EXAMINATION THROUGH CULINARY SCIENCE & AGRICULTURE  
MANAGEMENT FOR A SUSTAINABLE FUTURE STRATEGY****DR. S. P. RATH****PROFESSOR – MANAGEMENT STUDIES  
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AURANGABAD****ABSTRACT**

Undoubtedly, organic food is replacing the choice of the elite consumers' today world over against the junk and non-healthy food. Change in the food choice seems natural and obvious, rather a social and knowledge compulsion. This growing trend has controversies between developed and developing economies, nations and policies and consumers in the cost factor. Organic farming is treated as social countermovement born out of the crisis of between the second food regime of 1945 to 1970 and the birth of third food regime, of 1980, & is a politico-economic approach to food with a special reference. Neoclassical economy defines itself from the heart of the market. Key components like demand and supply, price and cost and producers and consumers are components measurable. Modern society of interdependent people with anonymous exchange, no obligation other than contractual obligation is complex. Adam Smith's concept of 'invisible hand' in 'The Wealth of Nations' ascribes to the hidden interdependence of a commercial society and its anonymous exchange. The story of the butcher and the baker goes on with its chain of operations. Karl Marx also has highlighted on the aspect of agriculture production same as Adam Smith. Eco-friendly character of the consumer is fast catching up. This is a growing trend and strong as an option for the human civilization to go organic in food habits in near future soon.

WORLD

**GLOBALISATION AND STATUS OF WOMEN IN INDIA - ISSUES AND CHALLENGES**

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**ABSTRACT**

Globalisation has given women a scope to carve new roles to build new positive self-identities outside the domestic chores. Moreover, as members of various socio-economic movements they find a way to cope with role-paradox. It has come as a platform for female empowerment – an instrument through which women have the possibility to better their own living conditions and that of their children. It has also encouraged “transnational mothering” as women leave for better paying jobs in foreign countries and send home money to someone who cares for their children. Apart from the above possibilities which globalization has credited in India, which is bounded by traditional norms and values, and highly patriarchal in character, has added spice in it and has over burdened them. Women of developing countries are bearing the brunt of economic globalization. It sharpens the division between the two sexes. The contradictory effects of globalization have been both empowerment and disempowerment for women. It has entrenched gendered hierarchies in the labour force as well as increased the percentages of women living below the poverty line. Globalization is actually welcomed by institutions led by men, craving for new technologies and hence, they become skilled labour. Thus integrating the larger force into global production, but in a fragmented form, with contradictory consequences. The aim of the study is to discuss in detail the globalization and status of women in India: issues and challenges. Some tips for improving the status of women in India have also been suggested here.

**WORLD**

**STUDY ON THE RELATIONSHIP OF WORK RELATED STRESS ON ORGANISATIONAL EFFECTIVENESS**

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**ABSTRACT**

*Stress depends on the individual and the organizational management dealing with the problem and targeting towards organizational effectiveness. Role stress effects the organizational effectiveness. Role erosion, role overload, Role stagnation and Inter role distance are the most common role stressors in an organization. Stress can be Eustress or distress. Eustress can motivate an employee to work with full potential or can distress an employee or demotivate him and thus effect on the organization Effectiveness. Role Efficacy improves the organizational effectiveness. There is a need for the companies to sustain in this competition. However, it is important to remember that individuals have finite mental and physical resources, and cannot always deal appropriately with the challenges they face. Employees, from time to time, need support and training which has faced a tremendous setback due to recession. Organisation excellence and individual success are achieved through well managed stresses.*

## **UNDERSTANDING PREDISPOSITION OF CONSUMERS TOWARDS PRIVATE LABELS IN INDIAN GROCERY RETAIL CONTEXT**

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### **ABSTRACT**

*In recent years, the quality of private label products and their market shares have grown to such an extent that most consumer goods manufacturers and retailers cannot afford to ignore them. What consumers think about private labels? It all depends on consumer perception and attitude towards emerging private labels. We carried out a survey of 102 respondents who are aware of private labels in grocery stores. The results showed that perception, education, income, occupation, marital status, earning members in the family and family size significantly influence their attitude towards private labels. Our study provides insights in Indian grocery retail context.*

**COW TO CONSUMER VIA COOPERATIVES AND COMPANY --- QUALITY INITIATIVES FROM ORIGIN TO END  
CONSUMER – A STUDY IN BANGALORE DAIRY**

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**ABSTRACT**

*Milk is nature's ideal food for infants and growing children in all parts of the world. Milk is a balanced diet and has high nutritive value. Hence the quality initiatives right from the source till it is ready for consumption is of utmost importance. The aim of this study is to explore the entire supply chain of milk from the cow to consumer and the quality measures introduced at each stage. The White Revolution in India in the 1960s saw the increase in the production, productivity and quality of milk. The National Dairy Development Board initiated major policy changes in the dairy sector to achieve self sufficiency in milk production. The Karnataka Milk Federation is on the lines of AMUL in Gujarat. The scope is to cover Bangalore Dairy though there are 13 dairies under KMFL. The research is more exploratory in nature. The primary data is collected from the customers with the help of the questionnaire and also interviewing the personnel at the cooperatives and the dairy. The secondary data is collected from the documents and records of the organization as well as their website. The data collected is analyzed using basic statistical technique. Also covered in this paper is the conceptual framework on Quality and Quality Management Systems. The author concludes that the reasons for higher market share for Nandini -- the brand of KMFL - and also a higher level of customer satisfaction is due to the processes and controls deployed at each stage.*

**AN EVOLUTIONARY OUTLOOK OF WAL-MART'S GROWTH IN A GLOBAL SCENARIO**

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**ABSTRACT**

Retail Internationalization has become a trend in the recent years as many foreign retail players are looking for opportunities in the developing countries due to the already saturated markets in their home country. Wal-Mart, the dominant retailer in the United States has also emerged as the largest retailer of the world. Wal-Mart has been ranked number one among the Fortune 500 companies. The retailer started its international operations in early 1990's and has established itself in almost 15 countries today. The retailer's expansion across the United States and other countries has suffered extensive criticism in different perspective. Many researches were conducted in the United States to understand the overall impact of Wal-Mart across different segments. Initial studies (Stone, 1988; Peterson and McGee, 2000; Artz and McConnon, 2001) proved that Wal-Mart's retail expansion had affected the revenue generation of the local retailers offering the same merchandise as Wal-Mart. On the contrary, it has also paved way for an increase in customer foot traffic in the trade area which increased the sales volume of other local businesses selling complimentary products. However, Wal-Mart's experience in the international market was never the same as that of the domestic market. Wal-Mart's international operations have seen mixed results in terms of performance. Wal-Mart was able to replicate its business model in few countries, while in other countries the retailer faced huge competition from the domestic organized retailers. Wal-Mart has been successful in countries which were influenced by American culture. Some of them include Canada, Mexico, United Kingdom, Brazil, Puerto Rico and China. The main reason behind success in these countries was the acceptance of Wal-Mart's traditional retail format, while in Germany and South Korea the same format did not make much of an impact. As a result, Wal-Mart had to pull out its operations from these two countries. The primary purpose of the current research is to review studies aimed at exploring Wal-Mart's experience as an international retailer. An attempt to study Wal-Mart's impact on local businesses is also initiated. The study has also highlighted the challenges that Wal-Mart would face in India. This study would provide insight and direction for future research in the area of international retailing.

WORLD

**INTRUDERS ALTERING THE PERCEPTION OF CUSTOMERS IN THE LIFE INSURANCE SECTOR OF INDIA – A  
COMPARATIVE EMPIRICAL STUDY BETWEEN PUBLIC & PRIVATE LIFE INSURANCE COMPANIES**

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**ABSTRACT**

*The insurance sector, Along with other elements of marketing, as well as financial infrastructure, have been touched and influenced by the process of liberalization and globalization in India. The customer is the king in the market. Life insurance companies deal in intangible products. With the entry of private players, the competition is becoming intense. In order to satisfy the customers, every company is trying to implement new creations and innovative product characteristics to attract customers. Keeping this in mind, the present study is designed to analyze the innovation in Life insurance sector in India.*

## OPINION ON VALUES AND THEIR IMPACT ON INDIVIDUAL EFFECTIVENESS AND SATISFACTION: A STUDY OF PROFESSIONAL STUDENTS

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### ABSTRACT

Today's workforce is required to be well qualified so as to make a difference in the organization. However, qualifications – knowledge, experience and abilities of the workforce will not be sufficient in these ever changing conditions. Change is a constant phenomenon and the only unchanged quality that makes every individual to achieve greatness is the internal fiber – values. But now-a-days this is utmost neglected. It is in this back drop that this paper is attempted. The study is conducted with 147 students of various colleges. The opinion of students on values, its impact on effectiveness and satisfaction is studied. The major findings of the study are that among the given values, the students felt that self actualization, gratitude and purity of mind are very important. Both MBA and MCA students had similar rankings for the values. Caste was considered least by them. Students revealed that values play a major role on the effectiveness of individuals. Demographics did not have a significant role on the opinion of the students. Thus male and female students had the same opinions. The course offered also did not have an impact on their opinions. In spite of the differences in the year of study, they had similar opinions. In spite of a positive opinion on values, students did not believe that society would reward people with values. They felt that the present day society considers material possessions more important than values. Hence did not have a conviction of their values in the society.

**STUDY OF RURAL CONSUMER BEHAVIOR IN RELATION WITH WASHING POWDER**

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**NASHIK**

**ABSTRACT**

*Rural markets are always alluring markets for many companies. The huge market size and unexplored nature of the market are the major stunning points for the marketers. Many marketers perceive that the rural markets are the protrusions of the urban slums or poor markets. The truth is that the rural consumer's concept of value is different from the urban consumers. The culture of rural is not of show of the wealth and modality. The rural consumer purchase only when it is extremely needed by them not because of persuasive promotional offers. The rural market in India is quite charming and demanding in spite of all the difficulties existing. The potential is enormous. In case of detergents as a product rural consumer expect much more than offered. This paper is an attempt to understand what exactly rural consumer needs.*



**CHALLENGES FOR TALENT RETENTION****S. SUBRAMANIAM****ASST. PROFESSOR****DATTA MEGHE INSTITUTE OF MANAGEMENT STUDIES****NAGPUR – 440 022****ABSTRACT**

*The business world has become one with the advent of the term globalization. This has created a pool of talent which is ready to be grabbed by various organizations. The demand for talent in this country has increased due to Competitive Environment, Necessity of Continuous Growth, Survival of the Fittest, Changes in the Economic Policy by Government, Better Market Growth as well as Market Share. To achieve success organizations are striving to get good talented people from the country. They are visiting various institutes trying to get good talented people and in this process they are also looking at the future requirements. To attract good talent the organizations are using following things Good Pay Packages, Providing better working conditions, Better Incentive Schemes, Good Promotional Policy. The research paper will discuss the challenges to retain these talents in the organization so that it can move from better to best. The basic challenges are - Regular amendment in Compensation Package, Providing better Employee Welfare facilities, Providing ESOPs (Employee Stock Option Plans), Promotional Policy in relation to the overall industrial scenario.*

**AN APPRAISAL OF NEW DIRECT TAX CODE IN INDIA: A NEW CHALLENGE IN DIRECT TAXATION**

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**ABSTRACT**

*The new Direct Tax Code to be introduced from the financial year,2012-13 replacing the five decade old Income tax Act,1961 has the objective to make the Indian tax structure straightforward and to consolidate, amend the law relating to all direct taxes, namely, income-tax, dividend distribution tax, fringe benefit tax and wealth-tax so as to establish an economically efficient, effective and equitable direct tax system which will facilitate voluntary compliance and help increase the tax-GDP ratio. In this article, an attempt has been made to evaluate the new direct tax code promulgated by India govt. Even though, the basic aim behind Direct tax code is simple and helpful to the people, it is very much criticized because many provisions under this proposal may harm the investors, taxpayers, and Foreign Institutional Investors.*



**SITUATIONAL ANALYSIS OF BANKING PERFORMANCE IN KOLHAPUR DISTRICT WITH REFERENCE TO PRIORITY SECTOR LENDING**

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**SANGLI**

**ABSTRACT**

*It has been the Endeavour of each state to fulfill the needs of its citizens which are primarily food, clothing and shelter. Food takes the priority over all the other needs. Which implies that agricultural sector gets top most priority. In India there are thousands of marginal farmers who struggle to make both ends meet. Along with agriculture sector there are other sectors which play an important role in the upliftment of poor people. As a financial cover banking sector in India treat these Agriculture, Small Scale Industry and other sectors of prime importance from the socio-economic development point of the country as a priority sectors and allot substantial portion of their lending to these sectors. This paper performs a situational analysis of the banking performance in the priority sector lending in Kolhapur District.*

**ISSUES IN RECRUITMENT AND SELECTION**

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**ABSTRACT**

*The importance and purpose of recruitment stresses the need to attract and encourage more and more candidates to apply in the organization. This creates a talent pool of candidates to enable the selection of best candidates for the organization. It includes determining present and future requirements of the organization in conjunction with its personnel planning and job analysis activities. Thus, it is the process which links the employers with the employees. It helps to increase the pool of job candidates at minimum cost. It helps increase the success rate of selection process by decreasing number of visibly under qualified or overqualified job applicants. Thus, it helps reduce the probability that job applicants once recruited and selected will leave the organization only after a short period of time. It meets the organizations legal and social obligations regarding the composition of its workforce. It begins identifying and preparing potential job applicants who will be appropriate candidates. Finally, it increases organization and individual effectiveness of various recruiting techniques and sources for all types of job applicants. The paper attempts to highlight the Recruitment & selection processes in ten organizations across sectors in the Indian scenario. It examines issues in the recruitment and selection processes and offers suggestions.*

**EXHIBITING CREATIVITY AND INNOVATION AT WORK PLACE AS ONE OF THE ESSENTIAL REQUISITE FOR MANAGERS - AN EMPIRICAL STUDY WITH SPECIAL REFERENCE TO COMPANIES OF HARYANA**

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**ABSTRACT**

*This paper puts an attempt to understand and investigate the relation ship between measure of organizational climate and measure of creativity level among employee in companies Now-a-days, the companies are paying special attention to creativity, as this is considered as the unique distinct factor which can create competitive advantage in the market. And the company can out perform as compared to its competitor. Encouraging creativity workplace is that type of strategy, which is used by company to adapt the rapid changing business environment. But creativity demands various factors like total quality, innovative ideas, teamwork, good organization climate, creative training programme etc.*



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