



## INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION AND MANAGEMENT

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- 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.

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- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Economic and Political Weekly, Viewed on July 05, 2011 <http://epw.in/user/viewabstract.jsp>

**TWO DECADES OF STUDYING CHARISMA: THE LEADERSHIP DIMENSION****SAJEET PRADHAN****RESEARCH SCHOLAR****INDIAN INSTITUTE OF TECHNOLOGY****KHARAGPUR – 721 302****DR. RABINDRA KUMAR PRADHAN****ASST. PROFESSOR****DEPARTMENT OF HUMANITIES AND SOCIAL SCIENCES****INDIAN INSTITUTE OF TECHNOLOGY****KHARAGPUR – 721 302****ABSTRACT**

*This article is an attempt to understand Charisma beginning from Weber's original conception of the term to subsequent theories proposed by mainstream charismatic theorists. It explores all the major charismatic leadership theories proposed in last twenty years which has been the bedrock for hundreds of charismatic leadership research around the globe such as attribution theory, psychodynamic approach, self-theory and etc. Through this article we make an attempt to capture and integrate various explanations regarding the emergence and development of charismatic leaders so as to create a clear and non-conflicting model which will enrich the existing knowledge domain in the field of leadership in general and charismatic leadership in particular. This theoretical paper will help researchers to carry out more empirical research on charisma in order to explore more about charismatic leadership and its applications.*



**AN INVESTIGATION ON PREFERRED CHOICE OF MEDIA AMONG INTERNATIONAL STUDENTS IN MALAYSIA****SARAVANAN RAMAN**

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**ABSTRACT**

*This study was undertaken to investigate the preferred media among international students enrolls in Malaysian Higher Education Institution. The study was conducted on a sample of 55 randomly selected from two major public and private university in Malaysia. Based on the investigation conducted on the preferred media among international students enroll in Malaysian Higher Education Institution (MHEI), it shows that most respondents prefer websites advertisements to be conducted. This is due to easy access of information and it gives clear pictures what is offered in MHEI. The other media are important as well such as television, radio, newspapers, brochures, education exhibition, and preview as it helps to capture various target groups from various places. Improvements should be done on the lower percentage media to enhance the credibility of the promotional activity. The main factor has creates problem in this research is language barriers among international students. Many of the international students were referring to electronic dictionary to answer the questionnaire.*

**AWARENESS ABOUT CONSUMER RIGHTS IN INDIA IN THE GLOBALIZED BUSINESS ENVIRONMENT - AN EMPIRICAL INVESTIGATION OF ANDHRA PRADESH STATE****DR. K. JAYACHANDRA REDDY****ASSOCIATE PROFESSOR, DEPARTMENT OF COMMERCE****PROJECT DIRECTOR OF ICSSAR-RP****SRI VANKATESHWARA UNIVERSITY P.G. CENTRE****KAVALI – 524 201****DR. D. HIMACHALAM****PROFESSOR & CHAIRMAN, BOARD OF STUDIES****COLLEGE OF COMMERCE, MANAGEMENT & C.S.****S. V. UNIVERSITY****TIRUPATI – 517 501****DR. N. PRAVEEN KUMAR REDDY****PROFESSOR****FACULTY OF BUSINESS AND ECONOMICS****JIMMA UNIVERSITY****JIMMA****ETHIOPIA****ABSTRACT**

*The consumer has been ill-treated since a long time in the market milieu in developed, developing as well as under developed countries. Consumers are being miserably cheated and misled by the unscrupulous middlemen and the manufacturers of goods and services by adopting malpractices like adulteration, underweighment, inferior quality, duplicate goods, misleading advertisement, and the like. It is continuing still in India with various degrees of exploitation in the entire sphere of trade due to lack of awareness about the consumer rights among the consumers. In India a plethora of legal measures came into force to protect the interest of consumers. In this process the Consumer Protection Act recognizes six specific rights of the consumers i.e., Right to Safety, Right to be Informed, Right to Choose, Right to be Heard, Right to Consumer Education, Right to Seed Redressal. A good number of programmes are organizing by the government to educate the consumers regarding their rights at different levels. But still there are consumers in rural area totally unaware about their rights because of various reasons like low literacy level, lack of initiation from the government side, lack of interest of consumers, lack of media support, etc. The present research paper is an attempt to highlight the level of awareness about the consumer rights and the various laws, which are in force to protect the consumer interest in India in general and the state of Andhra Pradesh in particular with a sample investigation of 600 respondent consumers.*



**MOBILE SERVICE PROVIDER – A STUDY WITH SPECIAL REFERENCE TO NAWARAS LLC**

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**ABSTRACT**

*Mobile service providers investing billions of dollars in order to enhance the hardware and software program around the globe. The advent of computer based communication technologies and networks have become important factor in global interactions. Telecommunication industry in Sultanate of Oman is the fastest growing sector, especially in mobile market. This development has contributed much to the economic development of a country. The satisfied customer spreads positive words of mouth, which is very effective for attracting new customers. This study would definitely facilitate the service provider to enhance customer services. This study is significant that the findings would reveal the mobile communication behaviour of the respondent and problems they encounter in their use of mobile network. This helps in reducing uncertainty and customer irritation. It is also suggested that the efficient management system and service recovery strategies can be really helpful in retaining customers.*

## THE PRELIMINARY STUDY OF BUSINESS CHALLENGING AS INTERMEDIARY IN ASSOCIATION OF GRAB MARKET OPPORTUNITIES AND BUSINESS INDEPENDENT: MALAYSIA CREATIVE INDUSTRY

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### ABSTRACT

*In this preliminary study, we examined whether creative entrepreneurs perceived importance on the factors of business challenging would be variable that mediate the relationship between grab market opportunities and business independent. Data were collected from 380 creative entrepreneurs belong to 14 branches of Malaysia Handicraft Development Agency (Kraftangan Malaysia). The analysis of data employed path-analysis model in order to determine the factors of grab market opportunities (e.g. study the market environment, strong character to face competitors, and grab opportunities based on strength) that contribute to the explanation of business challenging and business independent. The results indicated that the factor of study the market environment and strong character to face competitors are associated in indirect effect with business independent through business challenging. Meanwhile, there is a factor of grab opportunities based on strength is associated in both direct and indirect effect with the business independent. Finally, path-analysis demonstrated that the engagement of business challenging in creative industry led to entrepreneurial development resulting in association of grab market opportunities toward the business independent.*

## THE ROLE OF INDEPENDENT DIRECTORS IN CORPORATE GOVERNANCE - A CRITICAL EVALUATION

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### ABSTRACT

*As a system arrangement in corporate governance, implementation of the independent director will help improve structure of corporate governance, maintain interests of all stockholders, and protect rights and interests of small-and-medium size of investors. There exist such many issues as insufficient information of independent directors, weak independence, low enthusiasm, and shortage of talents in the practice of the independent director system in India. Therefore, we should strengthen and optimize the independent director system with case study Satyam case of unethical conduct and fake audit.*

## A STUDY ON CUSTOMER SATISFACTION AND LOYALTY TOWARDS AIRCEL PRE AND POST PAID CUSTOMERS IN TAMILNADU WITH SPECIAL REFERENCE TO TIRUCHIRAPPALLI CITY

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### ABSTRACT

*India has emerged as one of the youngest and fastest growing economies in the world today. One of the sectors that has shown the signs of profitability and contributed significantly to the country's economy is the telecom industry. In fact, the Indian telecom market has gained recognition as one of the most lucrative markets globally. India is one of the fastest growing mobile phone markets in the world and due to this; many foreign companies are thronging India to make their presence in the growing telecom sector in India. The Top 10 Telecom Companies in India: Bharti Airtel, BSNL, Vodafone Essar, Reliance, Idea Cellular, Tata Communications, Tata Teleservices, Aircel, MTNL and TTML. The telecommunication sector in India has recorded several folds of growth in the recent years. This industry is taken to a higher lead due to the private and government sector players in this industry and the companies in this industry are also making their share in the job market in India by offering a wide range of employment opportunities both under technical and under non-technical sector as well. The article focuses on the customer satisfaction and loyalty on Aircel connections in Tiruchirappalli City. The main focus of the study is to understand the customer satisfaction of the customers, to know the value & service of the Aircel, to find the loyalty of the customers and to make suggestions based on the findings of the study. This study was conducted in Tiruchirappalli City wherein 400 customers' opinions were taken for analysis. The tools adopted for this study was an interview schedule. Looking into the major finding it is revealed that 26 percent of the respondents opinion feels to be neutral towards customer satisfaction with regard to post paid connection and 28 percent feel to be somewhat satisfied with regard to pre paid connection. It also found that 28 percent of the respondents' customer loyalty is due to service quality of the connection in view of post paid and 30 of the respondents customer loyalty is due to emotional attachment of the connection in view of prepaid. The mobile entertainment industry in India is witnessing significant growth and a latest research forecasts this market to reach \$4.9 billion in 2015 from \$1.2 billion in 2009, growing at a CAGR of 26% in the period 2009-2015. India's GSM subscriber base grew by 2.72 percent in February with the addition of 14.7 million mobile phone users. The total number of GSM subscribers in the country crossed 555 million as against 540.37 million in January, according to the data released by Cellular Operators Association of India (COAI). India's mobile boom may be exaggerated if one takes into account the large number of mobile connections that are currently inactive. Of the 771 million mobile subscribers reported by mobile operators at the end of January, only about 549 million were active subscribers, according to the Telecom Regulatory Authority of India (TRAI).*

**INFLUENCE OF DEMOGRAPHY ON STORE PATRONAGE BEHAVIOUR OF CHENNAI SHOPPERS****T. THIRUVENKADAM****ASST. PROFESSOR****DEPARTMENT OF M.B.A., SSN SCHOOL OF MANAGEMENT & COMPUTER APPLICATIONS****SSN ENGINEERING COLLEGE****CHENNAI – 603 110****DR. N. PANCHANATHAM****CHAIR, PROFESSOR & HEAD****DEPARTMENT OF MANAGEMENT STUDIES****ANNAMALAI UNIVERSITY****CHIDAMBARAM - 608 002****ABSTRACT**

*The study of consumers helps firms and organizations improve their marketing strategies by understanding issues such as how the psychology of how consumers think, feel, reason, and select between different alternatives (e.g., brands, products, and retailers), how consumer motivation and decision strategies differ between products that differ in their level of importance or interest that they entail for the consumer; and How marketers can adapt and improve their marketing campaigns and marketing strategies to more effectively reach the consumer (Lars Perner, 2010). Therefore, there is a growing need to evaluate the drivers of retail store choice behaviour in the Indian context. This paper aimed at finding out whether there is any difference in the retail patronage behaviour of Chennai shoppers in the context of their demography. The study was descriptive in nature; structured, self-administered questionnaire developed on the basis of review of the literature, measuring eleven constructs consisting of fifty seven statements pertaining to retail store choice patronage behaviour were used to collect primary data from the respondents. The data has been collected from 522 respondents. Percentage analysis, Mann-Whitney U Test and Kruskal Wallis Test were used to analyze the data and the important findings were discussed in the paper.*

## MOBILE PHONE PURCHASE GETS ON SPEED DIAL – CAPTURING THE FACTORS AFFECTING THE USAGE OF MOBILE PHONE AMID GENERATION X AND Y

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### ABSTRACT

*It is a Meta analysis study, which is to investigate the adoption and usage of mobile phones among Generation X and Y customers. Mobile phone has become essential part of personal and business life. The recent growth of mobile phone usage is an observable fact that crosses all age and gender boundaries. Generation X and Y have taken different purchase decision, especially the product mobile. This study is based on the reviews of several previous studies on this topic. Meta analysis study helps to analyze review and identify the overall trends in adoption and usage of mobile phones among generation X and Y. The reviews are collected from the past eight years data (2000 - 2009) since it is only during these years the mobile phone users have spread widely. [The mobile phone users were 0.5 billion in 2000 and are expected to increase to 1.5 billion in 2010]. The prime focus is to identify the influencing factors [Social, Demographic, Culture and Technology], which affect the behavior of the mobile phone users and influence the adoption and usage of mobile phone customers. Social Factors- Mobile phone are often seen as fashion items where fashion is a form of communication as well as an indicator of status and power. Some user groups even create their own language as a playful, creative expression of personal style. Demographic Factors-Age has been the most widely applied demographic variable characterizing the differences in the adoption of mobile end-user services, gender related differences in mobile phone use. 'Addictive' use of the phone with heavy spending and a 'trendy' consumption style, are associated to the female gender while technology enthusiasm and trend-consciousness is related to 'hard' values, a 'trendy' consumption style and the male gender. Cultural Factors- The mobile device market has widened to a global scale and consequently mobile devices are distributed throughout the world. Communication technologies are entirely dependent on a social network for adoption and use, and therefore the diffusion of these technologies within a culture should be studied. Technological Factors- Innovation diffusion model is founded in sociology but has also been applied to the world of marketing where users are seen as economic entities, the model provides an approach to understand how a particular population adopts innovations. This study aims to provide a framework for understanding how Social, Demographic, cultural and technological factors change overall trends in adoption and usage of mobile phones among generation X and Y customer segment.*



**LATENT TALENTS - A STUDY ON TALENT MANAGEMENT IN GLOBAL SCENARIO**

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**ABSTRACT**

Workforce management and planning plays a pivotal role in achieving the objectives of organisations. It helps the manufacturers and/ or those at the helm of affairs to find people with the right skills, in the right places at the right time and for the right price to achieve the ultimate goals and objectives of the business organisations. Work force talents are linked to operational results as the results of the organisation are dependent to a marked extent on several talents such as skill, tactfulness, competencies etc. Ability and talent blossom in a fertile environment. It can be concluded that talent management is an emerging issue which requires the attention of the higher learning institutions in India. The demand for talent from industries is increasing. However there is a gap between the demand and supply of human talents. Some of the talents identified through the research paper are domain knowledge, team building, effective communication skills, mood modulation, numerical ability, getting things done by the people etc. Most of these talents in India are latent.

**STRESS COPING STRATEGIES: AN EXPERIENTIAL EXPLORATION OF BANK EXECUTIVES****DR. PARVEZ ABDULLA****ASST. PROFESSOR****SCHOOL OF MANAGEMENT STUDIES****BABA GHULAM SHAH BADSHAH UNIVERSITY****RAJOURI – 185 131****DR. A. M. SHAH****PROFESSOR & HEAD****THE BUSINESS SCHOOL****UNIVERSITY OF KASHMIR****HAZRATBAL – 190 006****AFAQ ALAM KHAN****ASST. PROFESSOR****DEPARTMENT OF INFORMATION TECHNOLOGY****BABA GHULAM SHAH BADSHAH UNIVERSITY****RAJOURI – 185 131****ABSTRACT**

*Stress is inevitable in all business organizations, in particular the banking sector where money is the core product. Stress has an identifiable effect on well being, productivity and effectiveness of individuals, which gets reflected in organizational growth directly. The negative consequences of stress in terms of psychological and physiological imbalances in individuals lead to ineffectiveness both at individual and organizational level. While in every organisation, the experience of stress is unavoidable, organizations as well as the individuals need to find out the remedies to get out of it. Thus, management of stress is becoming of great concern in every organisation and in particular the banking sector. In order to be efficient at work, it is imperative to deal with stress at individual and organizational level. To be precise it is the responsibility of individuals as well as the organizations to get rid of stress effectively. The present study is an attempt to find the coping strategies used by the Bank Executives at individual level and the coping strategies employed by the organizations to minimize stress levels prevailing in the organizational setup and hence allows employees to perform as desired by the system.*

**DETERMINANTS OF EMPLOYEES MOTIVATION IN 21<sup>ST</sup> CENTURY ERA: AN EMPIRICAL STUDY****DR. D. S. CHAUBEY****DIRECTOR****UTTRANCHAL INSTITUTE OF BUSINESS STUDIES****ARCADIA GRANT, P. O. CHANDANWARI – 248 007****SHIVANI JOSHI****ASST. PROFESSOR (MBA)****ABHAY MEMORIAL TRUST GROUP OF INSTITUTIONS****VITS & VIM****ALLAHABAD****VIKASH TRIVEDI****RESEARCH SCHOLAR****SINGHANIA UNIVERSITY****JHUNJHUNU****ABSTRACT**

Identification of employees motivation has emerged as one of the challenging task for the management engaged in present competitive business era. The present study has been taken up with the Objective of finding out determinants motivation of employees working in various industries in Uttarakhand State. On the basis of review of literature, it was hypothesized that factors of motivation of the employees does not differ significantly across the different nature of industry. To achieve these objectives and test the hypothesis, a random survey of 147 respondents working in various industries located in Uttarakhand state were administered. Research indicates that Opportunities for self-development, Affiliation & Recognition, Bonuses, Medical facilities & Social Securities like Insurance, are most important determinants of motivation to retain employees. At the same time superior's behaviour, denial of a promotion or a transfer, fear of losing job, low salary, low participation in decision making, bad behaviour of fellow workers etc are some of the factors which results in employee attrition.

**EMERGING ROLE OF TECHNOLOGY IN RETAIL SECTOR****N. SANTOSH RANGANATH****FACULTY MEMBER****DEPARTMENT OF COMMERCE AND MANAGEMENT STUDIES****DR. B.R. AMBEDKAR UNIVERSITY****SRIKAKULAM – 532 410****DR. T. KAMA RAJU****HEAD****DEPARTMENT OF COMMERCE AND MANAGEMENT STUDIES****DR. B.R. AMBEDKAR UNIVERSITY****SRIKAKULAM – 532 410****P. TRINADHA RAO****FACULTY MEMBER****DEPARTMENT OF COMMERCE AND MANAGEMENT STUDIES****DR. B.R. AMBEDKAR UNIVERSITY****SRIKAKULAM – 532 410****ABSTRACT**

*Technology in the retailing industry has provided a new dimension. Electronic transactions have increased the volume of sales in the country. Flexibility in the mode of payment and cashless transactions has helped in driving sales. Communication assists in maintaining a competitive advantage in retaining and attracting customers. The introduction of new technology may be intricate for retailers, but the convenience and cost effectiveness create the need for new advancements. Large stores need to monitor inventories and expenses of establishments. With automated machines and high-end computers making the task simpler, the focus of retailers can stay on retaining customers with new strategies. Security systems also do help for a safer shopping, for retailers as well as customers, providing immense mental relief. This paper includes the role of technology in retail sector, recent trends, and opportunities and challenges. It also highlights the challenges faced by the industry in near future.*

**WHITHER DERIVATIVES IN INDIA?****DR. T. SATYNARAYANA CHARY****HEAD****DEPARTMENT OF COMMERCE****TELANGANA UNIVERSITY****NIZAMBAD****B. RAJ KUMAR****ASST. PROFESSOR****DEPARTMENT OF MANAGEMENT SCIENCE****BALAJI INSTITUTE OF TECHNOLOGY & SCIENCE****WARANGAL****ABSTRACT**

*Derivatives emerged in India to cater to the needs of changing paradigms of stock market transactional settlement. Not only that, even to ensure the liquidity level of markets and risk management for the players, the derivatives are developed on the lines of the global experience and practices. Hence, derivatives became darling of financial markets particularly to stock markets as they were dancing to the music played by the forces of the market. In recent past the derivatives stood as a cause for biggest failure of many financial companies in America, that has turned into financial crises afterwards and trumbled the global financial system. Fortunately as India could not understand the algebra of derivatives, the banks and financial institutions of India were not in the fray of crises created by Derivatives. However, derivatives have been helping a lot in the risk management of investment and bringing up the new and innovative financial services in a gigantic way. But one thing is not understood that right from the inception of derivatives on index based in India, unlike the global countries that what is happening time to time in the derivatives market, particularly in terms of trends. So the present paper makes a modest attempt to discuss the concept, trends and the impact of derivatives on equity market in a comprehensive manner.*

**HISTORICAL PERSPECTIVE OF URBAN COOPERATIVE BANKS IN INDIA****E. GNANASEKARAN****ASSOCIATE PROFESSOR****C. ABDUL HAKEEM COLLEGE OF ENGINEERING & TECHNOLOGY****MELVISHARAM – 632 509****DR. M. ANBALAGAN****READER & HOD****VOORHEES COLLEGE****VELLORE****ABSTRACT**

Urban co-operative banks ranked a very significant position in the Indian banking sector. Competent management is pre-requisite for the success of any organization. At present highly competitive and globalized business environment, there is an urgent need of professional management for the successful controlling and managing the affairs of the urban co-operative banks. Increasing political hindrance in co-operatives has also affected the strong growth of the cooperative organization. In order to make the management of these banks professional and managing the affairs of these banks on scientific lines, there are several institutions which are directly or indirectly connected involved in imparting education and training to all levels of management. It is hoped that the State Governments will not delay acceptance of the recommendations made by the RBI. In view of the financial sector reforms and de-regulation, Urban Co-operative Banking Sector should be right away freed from restrictive provisions of co-operative Acts so as to make them self-reliant and self-supporting.



**AN ANALYSIS ON PRODUCTION AND MARKETING OF TURMERIC AND CHILLI IN ERODE DISTRICT****C. SENTHIL KUMAR****ASST. PROFESSOR (SL)****DEPARTMENT OF MBA****VELALAR COLLEGE OF ENGINEERING & TECHNOLOGY****ERODE – 12****DR. L. MANIVANNAN****ASSOCIATE PROFESSOR & COMPANY COMMANDER****ERODE ARTS COLLEGE****ERODE – 9****ABSTRACT**

*The study deals with the Production and marketing of Turmeric and Chilli in Erode district. The Turmeric and Chilli growers suffering with problems on various aspects like monsoon failures, lacks of technology, storage problem, problems with private vendors and intermediaries. To study the factors influencing production and marketing of Turmeric and Chilli. Descriptive research is used for the study and sampling is done based on simple stratified random sampling. The data required for study is collected through questionnaire. The collected data is analytical by Chi-square test. Based on analysis and interpretation of the data, the findings, suggestions and conclusions are given for their improvement.*

**WIRELESS SENSOR NETWORK OPTIMIZATION AND HIGH ACCURACY IN NETWORKING TESTBED**

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**ABSTRACT**

The most important applications for wireless sensor networks (WSNs) is Data Collection, where sensing data are collected at sensor nodes and forwarded to a central base station for further processing and optimizing. The battery powers and wireless communications, sensor nodes can be very small & easily attached at specified locations without disturbing surrounding networks and environments. In this paper, we review recent advances in this research area. We highlight the special features of data collection for Wireless Sensor Networks, by comparing with wired data collection network and other Wireless Sensor Networks. Sensor deployment is one of the major issues in wireless sensor networks. An optimal placement of sensors is propitious to the maximum possible utilization of the available sensors and balancing sensor node energy consumption, and prolonging the wireless network lifetime. Simulation results show that some mobile sensors in the disk-based mobility can realize the  $k$ -coverage, which reduces the cost of the sensor networks and moving distance of mobile sensors.

**PROSPECTS FOR EXPORT OF AYURVEDIC PRODUCTS TO RUSSIA****DR. RAJENDRA KUMAR JAIN****ASSOCIATE PROFESSOR****MEDI-CAPS INSTITUTE OF TECHNOLOGY & MANAGEMENT****RAU****INDORE****ABSTRACT**

*Ayurveda is the most ancient system of healthcare. India's share in the export of herbals is just 0.2% of the total global herbal market. So there is obviously vast scope for Indian manufacturers for entering the growing worldwide opportunity of business in Herbal Pharmaceutical field. The worldwide market of Herbal Medicines is US \$ 60 billion (WHO 2002). The world health organization predicts the overall automotive medicine market to reach US \$ 5 trillion by 2050. According to WHO, up to 80% of the world's population still depend heavily on TCM for treatment. Traditional Medicines (TM) have been used by Russia since ancient times India's exports are much less than what they import from other countries. The major objective of this study is to critically appraise the potential for herbal ayurvedic products and identify the problems and prospects of these in Russia*

**WHERE ARE CURRENT PERFORMANCE MEASUREMENT FRAMEWORKS LEADING COMPANIES TO: FROM ACADEMIC AND PRACTITIONER PERSPECTIVES****DR. RAKHI GUPTA****ASST. PROFESSOR****DEPARTMENT OF BUSINESS ADMINISTRATION  
PRANVEER SINGH INSTITUTE OF TECHNOLOGY  
KANPUR****DIVYA GUPTA CHOUDHRY****RESEARCH SCHOLAR****CHHATRAPATI SHAHU JI MAHARAJ UNIVERSITY  
KANPUR****DR. S. N. P. GUPTA****ASSOCIATE PROFESSOR****DEPARTMENT OF COMMERCE  
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*The purpose of this paper is to create awareness amongst academics and practitioners that the knowledge era we are going into demands more sophisticated performance measurement frameworks. With the balanced scorecard, results and determinants matrix, performance pyramid and performance prism each having their own strengths and weaknesses, it would be a breakthrough if by leveraging on the strengths of each of them, these frameworks can be integrated into one. The author suggested that the SMART performance pyramid of Wang Laboratories be made the starting point for the integration, as it has a practitioner perspective of manufacturing excellence, and is quite comprehensive. In the realm of management accounting, theories and concepts are first laid for the manufacturing environment and later adapted for other sectors e.g. costing for service industries. However the problem with the SMART framework is that has not been tested empirically as much as the balanced scorecard.*

**A COMPARATIVE STUDY OF CELLULAR SERVICE PROVIDER OPERATING IN THE SPORT CITY OF PUNJAB, JALANDHAR****VIPAN BANSAL****ASST. PROFESSOR-CUM-COORDINATOR  
DEPARTMENT OF MECHANICAL ENGINEERING  
LOVELY PROFESSIONAL UNIVERSITY  
PHAGWARA****BINDU BANSAL****M. TECH. STUDENT  
GURU NANAK DEV ENGINEERING COLLEGE  
LUDHIANA****ABSTRACT**

Mobile phone was hyped as a revolutionary tool of the twentieth century, like the television and telephone in the 19th century, the field of telephonic communication has now expanded to make use of advanced technologies like GSM, CDMA, and WLL to the great 3G Technology in mobile phones. Day by day, both the Public Players and the Private Players are putting in their resources and efforts to improve their services so as to give the maximum to their customers. This study focuses on the customer satisfaction level of different cellular service provider operating in the sport city of Punjab, Jalandhar. The main purpose of this study is to find out the satisfaction level of the customer regarding current service provider, mobile phone instruments, analyze the level of awareness about Number Portability and 3G and make suggestions in the light of the findings of the study. The study was carried out in Jalandhar city. In this study opinion of customers were taken for analysis. The tools used for collecting data were structured questionnaire and unstructured interview. For analysis purpose pi chart and bar chart has been used. The results revealed that as there is a healthy competition given by the existing players in the telecommunication industry, lack or degradation in any of the services may affect the company badly. Moreover there is a huge market for 3G which can be captured by giving them proper awareness and by providing services according to their needs.

**IMPACT OF SERVICE QUALITY ON SATISFACTION IN HEALTHCARE****DR. SHANTHI RANGASAMY****ASST. PROFESSOR IN MANAGEMENT****VIVEKANANDA INSTITUTE OF ENGINEERING & TECHNOLOGY FOR WOMEN****TIRUCHENGODU****NAMAKAL – 638 401****ABSTRACT**

*The healthcare sector in India is undergoing a phase of reform propelled by rapid economic growth. While the Indian healthcare system has grown manifold over the past few years, it has yet not been able to keep pace with the rapid rise in the population. Healthcare organizations operating in the public sector are experiencing increasingly low trust on the part of the patients in terms of the quality of care provided. Today people hoping to receive high service quality tend to prefer private hospitals or even travel abroad. Thus, National Health System Hospitals are undergoing pressure from governments and the general public to improve their quality and compete effectively. With this in mind, the purpose of this paper is twofold. First, to identify the service quality factors that is important to patients. Second, to examine their links to patient satisfaction in the context of India. A field survey was conducted. Evaluations were obtained from patients on several dimensions of service quality (responsiveness, assurance, reliability, empathy, tangibility and Clinical and Nursing services) and their satisfaction towards the services provided. Questionnaires were distributed and explained to the patients in Private Hospitals. Totally 917 samples from four significant and diverse metropolitan cities in India which is considered to be proportionate to the Indian population in age, gender and income wise ratio is used. Using factor analysis and multiple regression, significant associations were found between the five dimensions and patient satisfaction. Implications and future research issues are discussed.*



**ATTRITION VS. MANAGEMENT OF TALENTS: AN ELUSIVE DELUSION - A STUDY ON INDIAN WORKING WOMEN IN BPO AND ITES INDUSTRY****JHILAM RUDRA DE****ASST. PROFESSOR****NSHM COLLEGE OF MANAGEMENT AND TECHNOLOGY****KOLKATA – 700 053****ABSTRACT**

*Talent is the critical success factor to any organization. To define talent as well as to acquire and manage it for retaining the employees in the organizations successfully is however difficult. In total 70 respondents were identified for the study including HR managers and ex female employees of Indian BPOs and ITES industry. Women were chosen since they are prone to sacrifice jobs to keep a balance between work life and personal life. Moreover, in the male dominated environment of industry, women in top managerial positions are appraised under more strict criteria than men, earn promotions with difficulty and lack a well-established network back up. But attrition of any employee is always costly for any organization. No universal technique or solution is available to solve the universal problem of attrition and to manage talent, but a proper combination of good HR practices can help to resolve it.*

**FDI SCENARIO IN INDIA AND ITS GROWTH LINKAGES****DR. VIRENDER PAL****ASST. PROFESSOR****DEPARTMENT OF M.B.A.****GEETA INSTITUTE OF MANAGEMENT & TECHNOLOGY****KANIPLA – 136 131****ABSTRACT**

Foreign direct investment (FDI) plays a multidimensional role in the overall development of the host economies. It may generate benefits through bringing in non-debt-creating foreign capital resources, technological upgrading, skill enhancement, new employment, spill-overs and allocative efficiency effects. While FDI is expected to create positive outcomes, it may also generate negative effects on the host economy. The costs to the host economy can arise from the market power of large firms and their associated ability to generate high profits. Much of the existing empirical evidence suggests that the positive effects offset negatives, thus providing net economic benefits for the host economies. Foreign direct investment (FDI) has played an important role in the process of globalisation during the past two decades. The rapid expansion in FDI by multinational enterprises since the mid-eighties may be attributed to significant changes in technologies, greater liberalisation of trade and investment regimes, and deregulation and privatization of markets in many countries including developing countries like India. Capital formation is an important determinant of economic growth. While domestic investments add to the capital stock in an economy, FDI plays a complementary role in overall capital formation and in filling the gap between domestic savings and investment. At the macro-level, FDI is a non-debt-creating source of additional external finances. At the micro-level, FDI is expected to boost output, technology, skill levels, employment, and linkages with other sectors and regions of the host economy. The present study aims at providing a detailed understanding of the spatial and sectoral spread of FDI-enabled production facilities in India and their linkages with the rural and suburban areas. The corresponding impact on output, value added, capital and employment in the regions receiving FDI has also been worked out.

**SERVICE QUALITY IN PRIVATE BANKS: AN ASSESSMENT BASED ON SERVQUAL MEASURES****DR. ANITA PATRA****ASST. PROFESSOR****CENTURION UNIVERSITY OF TECHNOLOGY & MANAGEMENT****CSREM, JITM CAMPUS****P.O. PARLAKHEMUNDI – 761 211****ABSTRACT**

Quality is increasingly being seen as a key strategic differentiator within the financial services sector. Competition, processes, and technological improvements in delivery systems have resulted in a gradual shift in strategic focus from price to service quality in the retail banking industry. High service quality results in customer satisfaction and loyalty, greater willingness of customers to recommend to someone else, reduction in customer complaints, and improved customer retention rates. A deliberate attempt to study services marketing and service quality issues dates back to the mid-1960s. The SERVQUAL scale is the principal instrument widely used to assess service quality for a variety of services developed by Parasuraman et al. The Weighted SERVQUAL has been found to be a very superior instrument in measuring service quality. This paper aims at studying the importance of different dimensions of service quality and to measure customers' assessment towards service quality of the bank by measuring the gap between their perception and expectation. The assessment tool used for the study was SERVQUAL. The data was collected from 400 customers of a private sector bank from its four different locations. The data was analysed using the weighted average method and t-test and conclusions were drawn. From the study it was found that out of five dimensions of service quality, customers have given more importance to responsiveness factor followed by reliability, assurance, empathy and tangibility. The study also revealed a gap between the service quality expected and perceived by the customers.

**A NOVEL ALGORITHM FOR IMAGE CONTRAST ENHANCEMENT USING HISTOGRAM EQUALIZATION****KAMAL DHILLON****LECTURER****DEPARTMENT OF CSE****GURU NANAK DEV ENGINEERING COLLEGE****LUDHIANA – 141 006****BINDU GOYAL****M. TECH STUDENT****DEPARTMENT OF CSE****GURU NANAK DEV ENGINEERING COLLEGE****LUDHIANA – 141 006****ABSTRACT**

Image enhancement improves an image appearance by increasing dominance of some features or by decreasing ambiguity between different regions of the image. A number of image contrast enhancement techniques exist to improve the visual appearance of an image. Many images such as medical images, remote sensing images, electron microscopy images and even real life photographic pictures, suffer from poor contrast. Therefore, it is necessary to enhance the contrast of images. Histogram equalization is widely used for contrast enhancement in a variety of applications due to its simple function and effectiveness. However, it tends to change the brightness of an image and hence, not suitable for consumer electronic products, where preserving the original brightness is essential to avoid annoying artifacts. In addition, HE method tends to introduce unnecessary visual deterioration including saturation effect. Preserving the input brightness of the image and keeping PSNR in the desired range are required to avoid the generation of non-existing artifacts in the output image. A number of techniques have been used to overcome its annoying effects. But each technique has its advantages and application areas. In this paper we will present a new weighted thresholded histogram equalization based method which aims to better preserve the image quality, preserves better contrast and enriches the image details.

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