

INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

I
J
R
C
M



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

Indexed & Listed at:

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., EBSCO Publishing, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A., Google Scholar,

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

Index Copernicus Publishers Panel, Poland with IC Value of 5.09 & number of libraries all around the world.

Circulated all over the world & Google has verified that scholars of more than 5000 Cities in 187 countries/territories are visiting our journal on regular basis.

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

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

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	CLOUD BASED TECHNO-ECONOMY MODEL FOR RURAL SECTOR <i>RUCHIR SAXENA & DR. RIPURANJAN SINHA</i>	1
2.	EVALUATION OF FINANCIAL PERFORMANCE OF STEEL INDUSTRY OF INDIA <i>V. KASTHURI & DR. R. VENKATACHAM</i>	8
3.	IMPACT OF I.T. IN HUMAN RESOURCE PRACTICES AND COMPETENCY <i>DEEPAK KUMAR, DR. NIRDOSH KUMAR AGARWAL & DR. SUBODH NALWAYA</i>	14
4.	A STUDY OF CUSTOMER PREFERENCES OF MOBILE BANKING AND BARRIERS IN ADOPTION OF MOBILE BANKING SERVICES IN SELECTED CO-OPERATIVE BANKS IN PUNE CITY <i>SHRI AMOL D LONDHE & P. CHATTOPADHYAY</i>	17
5.	DATA MINING AND IDS (INTRUSION DETECTION SYSTEM) <i>P. RAMACHANDRAN & DR. R. BALASUBRAMANIAN</i>	22
6.	IDENTIFICATION OF HIPOS AMONGST HIGH PERFORMING EMPLOYEES AND THEIR DEVELOPMENT <i>ADITH DEV AKKARA, VIDHAN SHARMA, VAISHALI RAJANI, DR. RAVINDER KAUR</i>	25
7.	DIGITAL MARKETING: THE SUCCESS MANTRA <i>V.SRAVANI CHARI</i>	30
8.	TEXTILE EXPORTERS IN INDIA: A CASE STUDY OF TIRUPUR <i>DR. G. YOGANANDAN</i>	33
9.	A STUDY ON INVESTMENT PATTERN OF GOVERNMENT EMPLOYEES AND PRIVATE EMPLOYEES IN COIMBATORE CITY <i>DR. K. KANNIAMMAL & JANNET.A</i>	37
10.	IMPACT OF TURNOVER RATIOS ON PROFITABILITY: SPECIAL REFERENCE TO TWO AND THREE WHEELERS SECTOR IN INDIA <i>V.SANGEETHA & DR. M. KRISHNAVENI</i>	41
11.	THE CAUSATIVE EFFECT OF ADVERTISEMENT ON SALES <i>JAKKIREDDY SURESH REDDY & MULINTI CHINNA PULLAIAH</i>	48
12.	DIGITAL DIVIDE: CONSEQUENCES AND REMEDIAL MEASURES <i>M MAQBOOL PALA</i>	52
13.	SCHEDULING BASED NOTIFIED TRACKING BY RAILWAY NETWORK USING MOBILE USER APPLICATION <i>S. ARUNKUMAR</i>	54
14.	THE IMPACT OF EMPLOYEE EMPOWERMENT ON JOB SATISFACTION: A COMPARATIVE STUDY BETWEEN PUBLIC AND PRIVATE SECTOR FIRMS IN KERALA <i>BINDU R</i>	56
15.	ANALYSIS AND GROWTH OF SIKKIM HANDLOOM AND HANDICRAFTS INDUSTRY <i>TENZING DORJEE BHUTIA & RISHI THAPA</i>	59
16.	ASSESSMENT OF THE IMPACT OF COMPUTERIZED ACCOUNTING INFORMATION SYSTEMS ON AUDIT RISK: THE CASE OF AUTHORIZED ACCOUNTANTS ENGAGED IN NEKEMTE TOWN <i>KENO TELILA MIJENA</i>	63
17.	BANK SELECTION CRITERIA EMPLOYED BY CORPORATE CUSTOMERS: A CASE STUDY ON TEN SELECTED COMMERCIAL BANKS IN ADDIS ABABA CITY ETHIOPIA <i>MUSE BEYENE</i>	68
18.	PANCHAYATI RAJ IN HIMACHAL PRADESH: AN INTRODUCTION <i>KHEM RAJ</i>	85
19.	A STUDY ON CONSUMERS' BEHAVIOUR IN BUYING GOODS ONLINE WITH REFERENCE TO THOOTHUKUDI DISTRICT <i>R. ANANTHA LAXMI</i>	89
20.	URBAN DEVELOPMENT WITH DIVERSIFICATION OF FUND: A CASE STUDY <i>RUPAK KARMAKAR</i>	93
	REQUEST FOR FEEDBACK & DISCLAIMER	96

CHIEF PATRON

PROF. K. K. AGGARWAL

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

FOUNDER PATRON

LATE SH. RAM BHAJAN AGGARWAL

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

FORMER CO-ORDINATOR

DR. S. GARG

Faculty, Shree Ram Institute of Business & Management, Urjani

ADVISORS

PROF. M. S. SENAM RAJU

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

PROF. S. L. MAHANDRU

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR

PROF. R. K. SHARMA

Professor, Bharti Vidyapeeth University Institute of Management & Research, New Delhi

EDITORIAL ADVISORY BOARD

DR. RAJESH MODI

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

PROF. PARVEEN KUMAR

Director, M.C.A., Meerut Institute of Engineering & Technology, Meerut, U. P.

PROF. H. R. SHARMA

Director, Chhatrapati Shivaji Institute of Technology, Durg, C.G.

PROF. MANOHAR LAL

Director & Chairman, School of Information & Computer Sciences, I.G.N.O.U., New Delhi

PROF. ANIL K. SAINI

Chairperson (CRC), Guru Gobind Singh I. P. University, Delhi

PROF. R. K. CHOUDHARY

Director, Asia Pacific Institute of Information Technology, Panipat

DR. ASHWANI KUSH

Head, Computer Science, University College, Kurukshetra University, Kurukshetra

DR. BHARAT BHUSHAN

Head, Department of Computer Science & Applications, Guru Nanak Khalsa College, Yamunanagar

DR. VIJAYPAL SINGH DHAKA

Dean (Academics), Rajasthan Institute of Engineering & Technology, Jaipur

DR. SAMBHAVNA

Faculty, I.I.T.M., Delhi

DR. MOHINDER CHAND

Associate Professor, Kurukshetra University, Kurukshetra

DR. MOHENDER KUMAR GUPTA

Associate Professor, P. J. L. N. Government College, Faridabad

DR. SHIVAKUMAR DEENE

Asst. Professor, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

DR. BHAVET

Faculty, Shree Ram Institute of Engineering & Technology, Urjani

ASSOCIATE EDITORS

PROF. ABHAY BANSAL

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

PROF. NAWAB ALI KHAN

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

ASHISH CHOPRA

Sr. Lecturer, Doon Valley Institute of Engineering & Technology, Karnal

FORMER TECHNICAL ADVISOR

AMITA

Faculty, Government M. S., Mohali

FINANCIAL ADVISORS

DICKIN GOYAL

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS

JITENDER S. CHAHAL

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT

SURENDER KUMAR POONIA

CALL FOR MANUSCRIPTS

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

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

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: _____

THE EDITOR

IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF _____.

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

DEAR SIR/MADAM

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

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

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

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

NAME OF CORRESPONDING AUTHOR

Designation/Post* :

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

Residential address with Pin Code :

Mobile Number (s) with country ISD code :

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

Landline Number (s) with country ISD code :

E-mail Address :

Alternate E-mail Address :

Nationality :

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

NOTES:

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

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

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

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:

BOOKS

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

CONTRIBUTIONS TO BOOKS

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

JOURNAL AND OTHER ARTICLES

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

CONFERENCE PAPERS

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

UNPUBLISHED DISSERTATIONS

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

ONLINE RESOURCES

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

WEBSITES

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

IDENTIFICATION OF HIPOS AMONGST HIGH PERFORMING EMPLOYEES AND THEIR DEVELOPMENT**ADITH DEV AKKARA****STUDENT****SIMS****SYMBIOSIS INTERNATIONAL UNIVERSITY****PUNE****VIDHAN SHARMA****STUDENT****SIMS****SYMBIOSIS INTERNATIONAL UNIVERSITY****PUNE****VAISHALI RAJANI****STUDENT****SIMS****SYMBIOSIS INTERNATIONAL UNIVERSITY****PUNE****DR. RAVINDER KAUR****PROFESSOR****SIMS****SYMBIOSIS INTERNATIONAL UNIVERSITY****PUNE****ABSTRACT**

The ongoing 'war for talent' and increasing volatility of contemporary business environment has made it imperative for companies to invest in developing individuals with higher learning agility and adaptability through consistent and objective 'high-potential programs'. Also it is critical for organisations to clearly define the difference between high performers and high potentials to ensure an effective identification process for HIPOs. The purpose of this paper is to elicit and present information on areas like identification of high-potential employees, development of HIPOs, retention of HIPOs and whether to openly disclose their status or not. In addition to this, the paper also plans to focus on the effect of such high-potential programs on the non-identified employees, which have not been given due importance by most previous publications on this subject. The paper also recommends the organisations on how to identify, develop and retain their high-potential employees.

KEYWORDS

high-potential employees, identification, development, high-performers.

INTRODUCTION

Just as the complexity and dynamism of today's business environment is constantly increasing so is the need for organizational agility and dynamic leadership to help organizations be adequately equipped to survive and thrive under fast-changing market conditions. And thus an increasing number of companies these days are investing as high as 80% of their total developmental budget in managing and developing just 20% (approx.) of their workforce, identified as 'high-potential employees' in the organization, who exhibit characteristics like high learning agility, result orientation, strategic thinking etc. and can take up mission-critical roles in the future. The purpose and importance of such a practice are many including developmental purposes, higher employee retention, bench strength, motivated workforce and better clarity in terms of succession planning of critical leadership roles.

Also high potential employees are twice as valuable to an organisation compared to those who have not been identified as such, and are 75 percent more likely to succeed in a senior position. Yet the retention and development of top talent continues to be a struggle for many organizations. And without a conscious effort to develop and retain future leaders, there is a greater risk for high attrition costs with a lack of qualified talent to fill the leadership pipeline. Hence it is crucial for organizations to invest in their high-potential employees and successfully retain them.

We are part of an age and era where delivery has to be done on time, no delay accepted. For this to happen, the appropriate resource is necessary. Many companies would have it to their advantage to devote their attention, time, money and effort to various development programs that identify and cultivate future leaders in an organisation. Here, a special group of employees come into picture, the high potentials (HIPOs). There is a need for companies to formulate effective programs for identifying and cultivating high potential individuals, but it lacks research on the actual process of identifying these employees and developing them. Organisations want employees who are not just good performers, but also who have the interest (Middleton, 2011) and the ability to move into leadership roles within the organisation. HIPOs are the future leaders of an organisation and they are rare.

Successful identification and training of HIPOs in an organisation result in 2 times revenue and profit growth for organisations with a stronger leadership strength. Also, 1 in 7 high performers are fit to be nominated to be a HIPO. This clearly states that there is a prominent difference between high performers and high potentials in an organisation. A high performer is not necessarily a high potential and a high potential not necessarily a high performer.

According to CLC Human Resources' 2009 leadership performance survey, 87% of employees in an organisation lack a ready- now successor and only 13% have a ready-now successor. This shows the importance of identifying and developing HIPOs in an organisation where the ready- now successor rate will increase considerably, leading to better results in the market. (The corporate executive board company, 2010)

High potential employees, aka HIPOs, are that illustrious group of people who are the rising stars in your organization. While your organization might have an outlined method for distinguishing high-potential employees, what could also be missing is an outlined process for keeping them engaged thus helping in retaining them.

Because if you assume your HiPo staff are engaged, you risk underperformance and turnover. The key is to form a well-managed talent pipeline where HiPos see a future for themselves in your organization.

And frankly, a well-managed talent pipeline can offer your organization a competitive edge, thus understanding what makes an employee a HiPo and the special techniques you need to keep them engaged matters.

High-potential talent (HiPo) are workers who have the power and aspiration to achieve success leaders among a corporation. while it would make sense for a high-performing employee to even have high potential, that's not perpetually the case. an employee could be nice at their job and take pride in their work and accomplishments, however might not have the potential (or desire) to assume a leadership role.

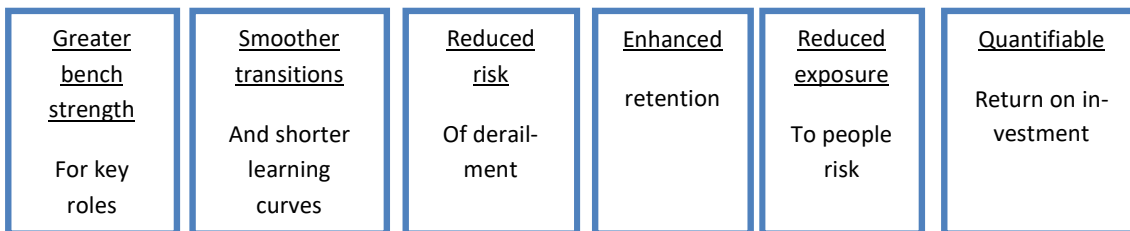
The reason behind this overwhelming rate of incompleteness is misidentifying high-performing employees with high potential (too often because of subjective criteria), and also the undeniable fact that several HiPos don't seem to be engaged. the answer is to focus not solely on developing high-potential employees, however equally on partaking and retaining them, too.

To stick a finger within the eye of high-potential development, several HiPos see the programs through to completion, solely to take with all of them their training and new information to a competing company. the explanation for this is that prime potentials are in high demand, as a result of only one in each seven high performers is truly a HiPo. the sole factor that keeps a HiPo from jumping ship is his or her engagement to the company.

OBJECTIVES

1. To understand the concept of high-potentials and high performers
2. To understand identification process of high potentials from among high performers
3. To suggest strategies for development of high potentials

BENEFITS OF EARLY IDENTIFICATION AND DEVELOPMENT



Not having the ability to differentiate between performance and potential will make it tough for employers to identify, develop and retain talent. All high potentials are high performers, however not all high performers are high potentials. mistaking a high-performing employee for a high-potential employee can be pricey. high-potential employees will be tougher to identify – particularly considering that performance and potential don't seem to be mutually exclusive. People who know how to be an efficient manager apprehend that investing in their high-potential(HiPo) employees is dominant to future leadership bench strength, men strategy, and succession designing, potentially doubling a company's revenue and profit growth. But, as effective managers conjointly apprehend, with any nice investment comes nice risk.

DISCUSSION

Things to be kept in mind

1. The risk that the candidate might not succeed in achieving the senior position.
2. The risk that the quality of the employee is not up to the standards to be effective in a senior role for fruitful results.
3. The risk that the HIPO might leave your organisation being a valuable asset to your competitors

There are three major components that highly correlate to identifying the right candidates which are as follows:

1. ASPIRATION – to rise to senior roles
2. ABILITY – to be effective in senior roles
3. ENGAGEMENT – to commit and remain in the organisation

By assessing a candidate on these three attributes, the results of training the identified HIPO will be much more fruitful. (CEB SHL talent measurement, 2014)

The reason why the identification process is so important is because, 50% of the HR professionals lack confidence in their HIPO programme, and 5 out of 6 HR professionals are dissatisfied with the programme. It is observed that 55% of the employees drop out of the HIPO programme within 5 years and 46% fail to meet their business objectives in a new role. Only 1 in 7 are found to be fit for the programme. But one has to keep in mind that, all this is cause a selection process with no rigid guidelines. Very few companies, 1 in 3 have a structured way of selecting the candidates for HIPOs programme. Rest of the companies work with intuition which is a very high risk approach to the identification process. Hence it can be seen that even though performance is an important factor, it is not the primary factor on which candidates are or should be selected as high potential employees (Middleton, 2011).

Stay interviews are also used to identify HIPOs in an organisation. Stay interviews are in the same lines of exit interviews just that here the employees are asked for why are they staying in the organisation. In this manner, we get to what the employee likes and dislikes in the role given.

Assessments are a reliable and effective method of identifying HIPOs in an organisation. In this manner, different selection tools can be used, to determine the qualification of various competencies being tested in a HIPO such as leadership or emotional intelligence. These tests can be group, individual or self-assessment test.

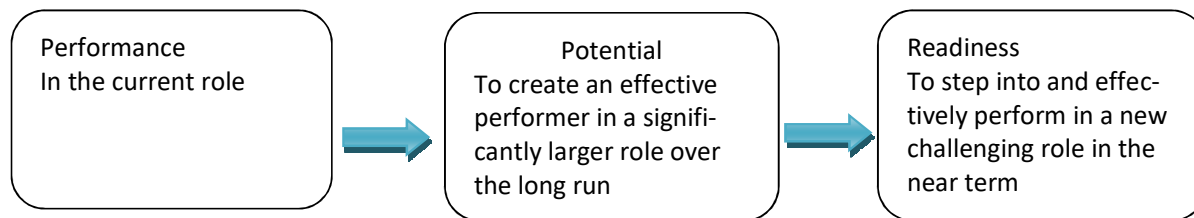
Some of the companies also rely on a performance vs potential grid with the potential axis having attributes

1. Does not meet expectations
2. Meets expectations
3. Exceeds expectations

Hence employees are graded and plotted on this grid and selected accordingly. The ideal candidate will be the one with the highest performance rating and the highest potential rating. (Conger and Fulmer, 2003)

If we believe that people are the most important asset for our organisation, then HIPOs are an even more valuable for the organisation. They are in fact twice as valuable. This throws light on the importance of proper development of HIPOs in an organisation. At time business heads are unconvinced that the right people are going through the programme, but have no structured answer to the issue.

The high performers in an organisation have the redeeming quality of sustained performance over the course of time in relatively similar situations or roles. On the other hand, a HIPO has the ability to learn to deal with first time or changing situations, applying new and prior learning to each new challenge that is given to them. It is to note that both talents are necessary for the organisation. The HiPos have simply not reached their full potential and due to this untapped potential, are groomed for senior or C-Level roles.



Role playing and challenging stimulations help build engagement and confidence in a HIPO to face challenging and new situations. Job rotation acts as an important tool to develop the HIPOs, which helps them to stretch out from their normal jobs, giving them a wide variety of experience. This exposes them to various parts of an organisation. Mentoring is another method adopted to provide support and feedback from the trusted peer. Group mentoring allow them to learn from not only the mentor but from their peers as well. (Middleton, 2011)

Reverse mentoring is also gaining popularity, with the gen Y entering the workplace. This involves the subordinate mentoring the more experienced manager. They provide the management with opinions and share ideas and knowledge. All this helps induce confidence in the HIPO.

Some companies like the Aditya Birla group, aim at investing in the best, but also to focus on the rest also. In other words, they believe everybody has the capability to lead, but there is a necessity to differentiate between them and invest on only specific employees accordingly. (Aon Hewitt, 2013) Therefore, top companies designate a status of 'high potential' to less than one quarter of their leadership population.

360-degree feedback, leadership style inventories as well as performance ratings and nominations are some of the tools used to assess high potentials and develop them in the process. Cognitive ability tests, personality tests, assessment centre and simulations are some of the other very successful practices followed by companies these days to not only assess but also develop the HIPOs in an organisation (Church and Rotolo, 2013)

A lot of times, the potential employee is not ready or is confused with the readiness of himself or herself to a senior level role or job. The judgement of potential is based on whether the individual has the developmental orientation, balanced focus on values and results, motivations, mastery of complexity and other attributes needed for more senior or strategic levels. Readiness on the other hand is determined by knowing how ready the potential is to stretch roles, when judged against specific leadership requirements. Therefore, judging potential and judging readiness are two different things, and different criteria are demanded by each of them. (Hanson, 2011)

Despite having formal programs for the identification of high-potential employees a lot many companies fail to ensure consistency and objectivity in this process and often tend to use 'I can see it' approach to identify high potentials without respecting the proven fact that high performers are not same as high potentials. And so considering individual's performance in the current job role has been deemed as one of the caveats of organisations in identifying high potentials for the reason that employees identified on basis of their current performance will sooner or later be expected to take up job roles of much higher magnitudes in terms of complexity and responsibility and that is when the employee may fail to perform due to lack of characteristics necessary for a high potential employee (Martin and Schmidt, 2010). Thus it is imperative for organisations to first define the kind of functional knowledge, skills, abilities and behavioural characteristics they expect their future leaders to possess so as to classify their high potentials for a formal identification program.

As explained by Downs (2015), high performers can be classified as someone who has great in-depth knowledge of their area of expertise, deliver superior results year after year and are referred to as the 'go-to' person in the organisation, but contrary to this, high potentials are promotable even outside their immediate area of expertise, exhibit higher learning agility and ability to deal with ambiguities or the VUCA environment. Hence it is clear that unlike high performers, high potentials by virtue of their ability to adapt and deal with volatilities are better equipped to perform well in critical leadership roles in the organisation.

To Tell or Not? is one such question that troubles almost all organisations and managers with respect to disclosing the high potential status to their employees and so, many previous publications have covered this topic extensively, stating the various advantages and disadvantages of disclosing the HIPO status. As per Dr Sullivan (2011) the most prominent benefit of disclosing the status comes in the form of higher motivation and engagement of the identified employee. Since being formally recognized is seen as an accomplishment, it sends a message to the individual of a brighter future in the organisation and thus reduce the probability of him/her looking for other employment opportunities. The disclosure of the status also helps to prioritize and target the developmental resources towards the identified talent without any ambiguity and also the person's awareness of the intention behind developmental conversations helps to obtain better results out of the developmental efforts.

Assuming an effective psychological contract, which is based on the concept of social exchange theory or reciprocity, an employee who gets recognized as high potential tends to feel more valued and is likely to reciprocate with higher emotional engagement, due to their higher relational orientation wherein an employee offers loyalty, commitment and sustained association with company values in exchange for professional career development. The identified employees are mostly expected to have a higher sense of perceived distributive justice which results in increased work commitment and job satisfaction (Gelens, et.al. 2014). Also the employees belonging to the identified talent pool are found to exhibit a greater organizational citizenship behaviour which involves providing discretionary support to co-workers, responding to broader organisation's needs and making voluntary efforts beyond the call of duty (Seopa et.al. 2015). And hence most organisations tend to disclose their high potential list to the employees with an expectation to enhance their level of motivation and retention within the organisation.

But the disclosure of an employee's high potential status has its own share of disadvantages and complications thus making it critical for the organisations to have a well thought out approach so as to deal with the impact that such a disclosure has on the identified as well as non-identified employees.

The downside to this is that not many organisations realize that after getting to know their indispensability to the organisation, high potentials do expect to be treated specially and thus any failure on part of the organization to provide them with stimulating work, recognition, compelling career paths and growth opportunities is likely to attract a feeling of disappointment and detachment among them. Thus in the event of any violation of psychological contract, the high potentials are the first ones to cut back on efforts and actively seek employment outside. Also the organisations may not be able to cut down their salary and performance based compensation during difficult business environments as this could lead to severe disengagement since pay is one of the primary ways in which HIPOs are made to feel recognized. This makes the decision of disclosing the status a double edged sword for the organisations. (Martin and Schmidt, 2010)

More so, this makes it important for organisations to take great care of their high potential employees by constantly involving them in decision making process and making them feel special in the organisation. The organisation must also ensure that the tasks being delegated to such employees are challenging and offer them full autonomy to make decisions. Also the assignments must offer flexibility for them to strike a desired work-life balance. They must be allotted effective mentors, who they feel can develop their potential further into competencies and give them a greater visibility in terms of career progression and at the end, they must be put in an environment that supports their growth and helps deal with the implicit pressure felt by most high potentials to perform up to people's expectations. (Grossman, Robert J. 2011)

Unlike the impact of such exclusive talent management approaches on the identified talent pool, what has been greatly underexplored by previous literature is its impact on the 'B' players of the organisation, who constitute 70% of the workforce after accounting for the top 20% employees comprising of 'A' players and the bottom 10% comprising of 'C' players. Since the basic premise of HIPO programs is the notion of 'workforce differentiation' which refers to investing disproportionate resources in only specific employees therefore the program surely has the potential to contribute to the perceived distributive, procedural and interpersonal injustice among the 'B' players if not implemented carefully. (Malik, et.al. 2014)

Also according to Malik, et.al. (2014) every employee tends to make internal attributions to the HIPO programs i.e. it perceives the cause of such implementation to be in the control of management and only if these causes are perceived to be fair and in favour of employee well-being do they form commitment focused HIPO attributions, as in the case of the 'A' players. On the contrary if the underlying goals are perceived to be of reducing costs and exploiting employees, they are more likely to form control focused HIPO attributions, and so a sense of negativity towards the program is definite to be instilled in the minds of the non-identified talent pool. Though one of the moderating factors in formation of controlled focused attributions could be the individual's own motivation profile, which means that a

non-identified person with a higher need for achievement and power might be more motivated to become an 'A' player and hence form positive HiPo attributions. Therefore, organisations need to be extra cautious while implementing HiPo programs and ensure that there is complete visibility/transparency in selection process, consistency in the policies and consensus of the senior management, to avoid losing the trust and support of its 'B' players.

POTENTIAL DERAILERS

Derailers are counterproductive personality traits and interpersonal strategies, which hinder the individual's ability to build relationships, to motivate and create cohesive and goal oriented teams in an organisation. They are usually triggered when the person is under pressure.

The usual profile of HiPos who fall into the derailment are the ones who are smart and are trained to push through obstacles to meet their ambitious goals. This same hard working and risk taking style of the individual also cause them problems to work with their peers.

Other people who fall prey for this are the ones who have brilliant ideas and solutions, but who are inconsistent in their delivery, and succeed in implementing their ideas only at times. A rigorous assessment process will reveal the 'dark side of their personality'.

The Categories of High Potentials

1) Early Stage HIPO

These are recognized more for their talent and drive than their track record. They are emerging leaders at the beginning of their careers. These days the top performing companies recognize more of early potentials and put them in pipeline and soon the organization will reap the benefits of it

2) Late stage HIPO

These are experienced managers ready to make their way in the executive ranks. These are at the middle or the senior level and given a lot of formal training, specialized mentoring, executive retreats, personal coaching, real-world action learning, global rotation, and more. These senior managers are among the top 10 percent of an organization, and significant costs are incurred to prepare them for senior executive roles within the organization.

Attributes of HIPO employees

- 1) HIPOs will have an uncontrolled aggression and a driving force to do something.
- 2) They have an uncommon ability to analyse and synthesize large amount data.
- 3) They are comfortable with uncertainty and ambiguity.
- 4) They are passionate about learning and or growth.
- 5) Dissatisfied with the status quo
- 6) They can collaborate effectively with everyone.
- 7) They communicate with clarity.

They expect more development, support and investment and are more committed and engaged when they have a clear career path. They thrive on challenges and variety.

RECOMMENDATION

This sections attempts to recommend the organisations on how to identify, develop and retain their high-potentials. The organisation must first invest in developing a consistent and objective program for the identification of high-potential programs, which takes into consideration not just the current performance but also the future potential of the employee by gauging an employee's learning agility, career variation, aspiration and degree of engagement. This can be done objectively by reviewing the performance appraisals which can elicit information on the person's skills and consistency in achieving targets and hence could be seen as a reflection of his result oriented approach. Similarly evaluating a person on learning agility and career variation would also tell the employer the extent to which he/she would be able to adapt changes and respond appropriately to them at higher positions. Also the managers could try probing an individual on his development and career growth plans and therefore know if the person is even willing to move up to the leadership roles.

The organisations must also devote a substantial amount of their resources in developing the identified pool of talent by continuously providing them opportunities to challenge their potential. They must be confronted with stretch assignments that may require the employee to expand his scope of expertise beyond the comfort zone and help them develop holistically as future leaders. But the organizations must also remember not to go over the top with building expectations from their HiPos, so much so that it might lead to pressurizing them beyond their threshold and eventually result in break down. The organisation must also be proactive in assigning effective mentors to these identified individuals who could guide them through the journey of becoming future leaders.

But what remains the most important aspect of the implementation of HIPO programs is the perceived distributive and procedural justice of the program by ensuring transparency, consistency and consensus of top management as failing to do so may cost the organisation the trust of its non-identified employees and result in higher attrition rates among the non-identified talent pool. Also the organisation must be careful in maintaining their HIPOs since once identified, they become aware of their self-worth and hence any instance of the organisation not meeting their expectations in terms of keeping them engaged may trigger the need to switch their jobs. So the organisations must always compensate them adequately and offer them flexible yet challenging job roles.

CONCLUSION

Even though the basic premise of the HIPO programs strictly deviates from the inclusive talent management approach which believes in investing equal resources in the development of all the employees, but still considering the level of ambiguity and volatility surrounding the global business environment it becomes essential for all organisations to invest disproportionate resources in developing only a few employees who may have been identified to have the required learning agility, career variation and aspirations. It is also important to identify such potential for the simple reason that these individuals by virtue of their abilities and attitude contribute substantially more than their counterparts in terms of productivity and exhibit potential to do even better. Thus having a consistent and objective HIPO program in place works in favour of the organisations to deal with VUCA environment

REFERENCES

1. Adam, L., Valérie, S., David, H., & Marieke, H. (2011). The Role of 'High Potentials' in Integrating and Implementing Corporate Social Responsibility. *Journal of Business Ethics*, 99(1), 73-91.
2. Adams, D. (2011). Using assessments for high-potential identification. *Employment Relations Today*, 38(2), 7-13.
3. Beninger, A. (2013). High-Potential Employees in the Pipeline: Maximizing the Talent Pool in Canadian Organizations. *Toronto: Catalyst*.
4. Branham, L. (2005). Planning to become an employer of choice. *Journal of Organizational Excellence*, 24(3), 57-68.
5. Brienza, D., & Cavallo, K. (2002). Emotional competence and leadership excellence at Johnson & Johnson: The emotional intelligence and leadership study. *Consortium for Research on Emotional Intelligence in Organizations. Bringing Leadership*, 5(9), 9-12.
7. Campbell, M & Smith, R. (2014). High-potential: Talent A View from Inside the Leadership Pipeline. *Center for Creative Leadership*, 34(4),
8. Church, A.L.L.A.N.H & Rotolo, T. (2013). How Are the Top Companies Assessing their High-Potentials and Senior Executives? A Talent Management Benchmark Study. *Consulting Psychology Journal*, 65(3), 199-223.
9. Derr, C., Jones, C., & Toomey, E. L. (1988). Managing high-potential employees: Current practices in thirty-three US corporations. *Human Resource Management*, 27(3), 273-290.
10. Downs, L. (2015). Star talent: investing in high-potential employees for organizational success. *Industrial and Commercial Training*, 47(7), 349-355.
11. Dries, N., & Pepermans, R. (2007). "Real" high-potential careers an empirical study into the perspectives of organisations and high potentials. *Personnel Review*, 37(1), 85-108.

12. Forret, M. L. (1996). Issues facing organizations when implementing formal mentoring programmes. *Leadership & Organization Development Journal*, 17(3), 27-30.
13. Fu, W., Deshpande, S. P., & Zhao, X. (2011). The impact of ethical behaviour and facets of job satisfaction on organizational commitment of Chinese employees. *Journal of Business Ethics*, 104(4), 537-543.
14. Fulmer, R & Conger, J. (2003). Developing Your Leadership Pipeline. Harvard Business Review.
15. Gelens, J. (2014). Talent management and organisational justice: employee reactions to high potential identification. *Human Resource Management Journal*, 24(2),
16. Grossman, R. J. (2011). THE CARE AND FEEDING OF HIGH-POTENTIAL EMPLOYEES. (cover story). *HR Magazine*, 56(8), 34-39.
17. HARDESTY, D., & JONES, W. (1968). CHARACTERISTICS OF JUDGED HIGH POTENTIAL MANAGEMENT PERSONNEL—THE OPERATIONS OF AN INDUSTRIAL ASSESSMENT CENTER. *Personnel Psychology*, 21(1)
18. Hermans, J. (2007). High Potentials: A CEO Perspective. *Journal of Studies in International Education*, 11(3-4), 510
19. Hewitt, A.O.N. (2013). Building the Right High Potential Pool. AON Hewitt, (1),
20. Hor, F. C., Huang, L. C., Shih, H. S., Lee, Y. H., & Lee, E. S. (2010). Establishing talent management for company's succession planning through analytic network process: Application to an MNC semiconductor company in Taiwan. *Computers & Mathematics with Applications*, 60(3), 528-540.
21. Iles, P. (1997). Sustainable high-potential career development: a resource-based view. *Career Development International*, 2(7), 347-353.
22. Joseph, C. (2013). Leveraging a women's network to attract, develop and retain high potential female talent. *Strategic HR Review*, 12(3), 132-137.
23. Kelly, K. (2013). Identifying High-Potential talent in the Workplace. Director of Marketing & Business Development: UNC Executive Development.
24. Korosteleva, J. (2009). Internationalization and high-potential entrepreneurship. *Thunderbird International Business Review*, 51(3), 311-315.
25. Kotlyar, I. (2013). The Double Edge Sword of "High Potential" Expectations. *Europe's Journal of Psychology*, 9(3), 518-596. doi:10.5964/ejop.v9i3.620
26. Kuruppu, S., & Milne, M. J. (2010, March). Dolphin deaths, organizational legitimacy and potential employees' reactions to assured environmental disclosures. In *Accounting Forum* (Vol. 34, No. 1, pp. 1-19). Elsevier.
27. Larsen, H. H., London, M., Weinstein, M., & Raghuram, S. (1998). High-flyer management-development programs: organizational rhetoric or self-fulfilling prophecy? *International Studies of Management & Organization*, 28(1), 64-90.
28. Lombardo, M., & Eichinger, R. (2000). High potentials as high learners. *Human Resource Management*, 39(4), 321-329.
29. Malik, A., & Singh, P. (2014). 'High potential' programs: Let's hear it for 'B' players. *Human Resource Management Review*, 24(4), 330-346.
30. McNatt, D. B., & Judge, T. A. (2008). Self-efficacy intervention, job attitudes, and turnover: A field experiment with employees in role transition. *Human Relations*, 61(6), 783-810.
31. Michlitsch, J. F. (2000). High-performing, loyal employees: The real way to implement strategy. *Strategy & Leadership*, 28(6), 28-33.
32. Middleton, C. (2011). Analysis of the Identification and development of High Potential Employees. University of Wisconsin-Stout,
33. Northcraft, G. B., Griffith, T. L., & Shalley, C. E. (1992). Building top management muscle in a slow growth environment: How different is better at Greyhound Financial Corporation. *The Executive*, 32-41.
34. Nurita Juhdi, Fatimah Pa'wan, Rammilah Hansaram, (2015) "Employers' experience in managing high potential employees in Malaysia", *Journal of Management Development*, Vol. 34 Iss: 2, pp.187 – 20
35. Opengart, R., & Short, D. C. (2002). Free agent learners: the new career model and its impact on human resource development. *International Journal of Lifelong Education*, 21(3), 220-233.
36. Peters, J., & Smith, P. (1996). Developing high-potential staff - an action learning approach. *Employee Counselling Today*, 8(3), 6-11.
37. Ready, D., Conger, J., Hill, L., & Stecker, E. (2010). THE ANATOMY OF A HIGH POTENTIAL. *Business Strategy Review*, 21(3),
38. Rothwell, W. J. (2010). *Effective succession planning: Ensuring leadership continuity and building talent from within*. AMACOM Div American Mgmt Assn.
39. Shaheen, J. (2010). Talent acquisition as a potent tool of succession management. *Journal of Corporate Recruitin*
40. Slan-Jerusalem, R., & Hausdorf, A.P. (2007). Managers' justice perceptions of high potential identification practices. *Journal of Management Development*, 26(10), 933-950.
41. Smedlund, A. (2008). Identification and management of high-potential professional services. *Management Decision*, 46(6), 864-879.
42. Snipes, J. (2015, no-date). Identifying and Cultivating High-Potential Employees. [Weblog]. Retrieved 30 January 2016, from http://www.clomedia.com/articles/identifying_and_cultivating_high_potential_employees
43. Spreitzer, G. M., McCall, M. W., & Mahoney, J. D. (1997). Early identification of international executive potential. *Journal of Applied Psychology*, 82(1), 6.
44. Sullivan, D.R. J. (2011, 14 November 2011). Succession Planning: Why Releasing the Names of High Potentials Is a Smart Move. [Weblog]. Retrieved 30 January 2016, from <http://www.ere-media.com/ere/succession-planning-why-releasing-the-names-of-high-potentials-is-a-smart-move/>
45. Tarrant, D. (2013). Life in the fast lane.
46. Vloeberghs, D. F. (2002). Grooming Leaders in the Netherlands. *Cross-cultural Approaches to Leadership Development*, 123.
47. Vloeberghs, D., Pepermans, R., & Thielemans, K. (2005). High-potential development policies: an empirical study among Belgian companies. *Journal of Management Development*, 24(6), 546-558.
48. Yang, X. (2002). From Revolutionaries to Political Entrepreneurs: Selecting Leaders for China's Modern State-Owned Enterprises. *Cross-Cultural Approaches to Leadership Development*, Westpoint: Quorum Books, 168-189.

REQUEST FOR FEEDBACK

Dear Readers

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

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

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

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

Looking forward to an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator

DISCLAIMER

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

ABOUT THE JOURNAL

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

Our Other Journals

