



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE AND MANAGEMENT

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EVOLVING BUSINESS ENVIRONMENT: A CASE STUDY OF OMANI ECONOMY

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ABSTRACT

In the competitive global market of today, the magnitude of successful change has been assumed as the measure of sustained success. Changes are occurring in every field of knowledge. Keeping pace with that, the domain of applied business and economics has reached to a newer height. The present paper portrays the change phenomena in the six major areas viz., i) economic scenario, ii) organizational behaviour and human resource management, iii) operations management, iv) management information system, v) financial management, and vi) accounting practices. It analyzes the need for the changes, and the external environment that accentuates the change process. Such a reflection needs special attention and consideration for the transformation of Oman's oil based economy.

TAX INCENTIVES: TOOL FOR ATTRACTING FOREIGN DIRECT INVESTMENT IN NIGERIAN ECONOMY

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ABSTRACT

Globalization is knitting separate national economies into a single world economy. That is occurring as a result of rising trade and investment flows, greater labour mobility, and rapid transfers of technology. As economic integration increases, individuals and businesses gain greater freedom to take advantage of foreign economic opportunities. That, in turn, increases the sensitivity of investment and location decisions to taxation. Countries feel pressure to reduce tax rates to avoid driving away their tax bases. International "tax competition" is increasing as capital and labour mobility rises. Most countries in West Africa have pursued tax reforms to ensure that their economies remain attractive for investment. Having limited economic options the countries in the region have made tax competition a central part of their development strategy to attract and retain the companies in their countries. This paper reviews the debate about the effectiveness of tax incentives, examining two most-contested questions: Can tax incentives attract foreign investment? And what are the costs of using them?

CHANGING PHASE OF ETHIOPIAN TAXATION**MOHAN. M.P**

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ABSTRACT

This article aims in examining the gradual changes in the field of taxation in Ethiopia. It explains the tax policy of the government and how the taxation affects the different sections of the society. The study for this article has led to examine the effect on the revenue of the government after the implementation. It makes a comparison of earlier system of taxation and the modern system. The main objective of the study is to make awareness in the international level and especially to the business community of Ethiopia. The knowledge of taxation is yet to reach and improve among the lower level of business community. To achieve the aim of study, history of taxation as far as reachable is complied. To understand the modification and the changes in tax policy, illustration also exhibited. Even though the government is trying its level best to create the awareness among the business people especially the small business groups, it has not found a hundred percent fruitfulness yet. The government should conduct more awareness program in the implementation of the tax policy, especially in the book keeping system. The government of Ethiopia has taken a series of reform measures with the objective of improving the tax system, to strengthen the tax administration and to make the balance of trade positive. It is also trying to attract internal and external investment. All these activities are aimed to generate adequate revenue to apply for the developmental activities, keeping in mind the eradication of poverty. It is recognized throughout the developing world that the partnership between government and the private sector are the key elements that will lead to the reduction of poverty. The new vision of the government of Ethiopia is to bring the rapid and sustainable development which is essential for supporting the millennium goal of reducing poverty by half of 2015. The government's economical and social development objectives require sustainable and dependable domestic revenue.

EMPLOYEES' PERCEPTION OF ORGANISATIONAL POLITICS IN BANKING SECTOR

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ABSTRACT

Organizational politics means the use of power and influence in organizations. It has been already studied by various authors in various spheres. However the researcher has studied organizational Politics in new private sector and select public sector banks specifically in the banking sector of the main metropolitan city named Chennai. Banks are the backbone of our country and therefore their contribution to the nation should be to the fullest. The researcher has done a Factor Analysis to identify the factors influencing Organisational Politics and A Cluster Analysis to find out the different groups or clusters that may be formed based on the opinion of the respondents.

BANKING WITH INFORMATION TECHNOLOGY – EMERGING CHALLENGES AND POTENTIALS**DR. R. K. UPPAL, D. LITT.**

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ABSTRACT

The severe crises of 1991 gave birth to the new economic thought in the country. A bundle of measures were taken to remove the various deficiencies and rigidities in the Indian economy. Hence, new economic policy was introduced to mould the Indian economy to the right path. Financial sector reforms and banking sector reforms are the part and parcel of economic reforms, which strengthen the economic reforms. Under the regime of banking sector reforms, IT Act of 1999 gave new dimensions to the Indian banking sector. IT (ATMs, Smart Cards, Internet-Banking, Tele-Banking, Mobile-Banking, EFTs etc.) has created transformation in banking structure, business process, work culture and human resource development. It has affected the productivity, profitability and efficiency of the banks to a large extent.

The present paper analyzes the performance of major banks in terms of productivity and profitability in the pre and post e-banking period. The paper concludes that performance of all the banks under study is much better in post-e-banking period and further foreign banks are at the top position, whereas the performance of the public sector banks is comparatively very poor.

The paper suggests some measures to tackle the challenges faced by the banks particularly public sector banks. At the end, paper suggests how public sector banks can convert the emerging challenges into opportunities?

IMPACT OF CULTURE ON HUMAN RESISTANCE – A STUDY OF COMPANIES IMPLEMENTING KNOWLEDGE MANAGEMENT SOFTWARE**MADHUSUDAN.V**

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Managing knowledge as corporate assets is important for every organization today. Many organizations actively consider implementing technologies like Portals, Product lifecycle management and custom built Knowledge Management software. A successful Knowledge management implementation involves setting up the right process and managing the people in the organization to share their knowledge in the process.

This paper looks into challenges involved in people sharing their knowledge and the resistance to change towards an enterprise centric knowledge management system. A study is conducted amongst companies that had implemented solutions in the knowledge management domain, to understand the reasons and factors behind resistance to change in people involved in adopting a Knowledge Management software application in their organization. This research investigates the relationship between cultural background and its impact on the degree of resistance and the expressive nature of resistance. A survey was conducted amongst 86 software users, between the age group of 20 to 60. The ANOVA results of the study show that resistance is common irrespective of the culture, however people in the east demonstrate a passive form of resistance while people in the west are expressive in their resistance and show a more active form.

The study therefore suggests a need for a culture specific approach towards implementation of knowledge management applications in India. This study intends to incorporate the learning towards a definition of a comprehensive software implementation methodology.

INTERPERSONAL ORIENTATION AS AFFECTED BY PERSONALITY

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ABSTRACT

The relationship of personality to success in occupations has been the subject of numerous studies over the years. Personality is a combination of physical, mental, psychological and spiritual sub systems which makes every individual unique and different from every other individual. One aspect of personality is how individuals tend to manage their day-to-day activities and does the personality have any bearing on interpersonal orientation. Depending upon his personality each individual behaves differently while interacting with others. What constitutes the basis of these interactions? What are the individual needs which affect his behavior while interacting with others; can be an interesting area of study? The aim of the research was to identify the basic personality type of students and understand the interpersonal orientation of each personality type.

FACTORS INDUCING PARTICIPATION IN B2B & B2C E-MARKETS: AN ANALYTICAL STUDY OF PUNJAB

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ABSTRACT

The present study explores the dynamics of Internet based B2B & B2C E-Markets and provides concrete suggestions to exploit these markets to a great extent. The present research work focuses the various benefits attracting the companies to deploy these markets. We applied Factor Analytic approach to explore the factors determining the level of organizational participation in Internet based B2B & B2C E-Markets and ANOVA to elicit the divergence between various factors.

The provision of an electronic market place within the Internet will significantly improve the productivity & Competitiveness of all participating companies regardless of whether they are suppliers or customers. The Internet provides access to an on-line global market place, which operates on a 24x7 basis with Billion of customer and thousands of products and services. It also provides companies with new more cost effective & time efficient means for working with customers, suppliers and development partners.

Although the organisations in European countries are totally exploiting the B2B & B2C E-Markets but as far as India is concerned still the companies are not fully exploiting the benefits of capturing these E-markets. The study highlights the problems faced by the organizations in deploying the E-Markets and also provide remedial strategies.

SIX SIGMA APPROACH FOR QUALITY AND PERFORMANCE EXCELLENCE IN PLASTIC INJECTION MOLDING INDUSTRY - A CASE STUDY AND REVIEW**P. K. BHARTI**

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ABSTRACT

Injection molding has been a challenging process for many manufacturers and researchers to produce products meeting requirements at the lowest cost. Its complexity and the enormous amount of process parameter manipulation during real time production create a very intense effort to maintain the process under control. What is more, complexity and parameter manipulation may cause serious quality problems and high manufacturing costs.

Determining optimal process parameter settings critically influences productivity, quality, and cost of production in the plastic injection molding (PIM) industry. Previously, production engineers used either trial-and-error method or Taguchi's parameter design method to determine optimal process parameter settings for PIM. However, these methods are unsuitable in present PIM because the increasing complexity of product design and the requirement of multi-response quality characteristics.

Six Sigma is the most fervent managerial methodology not only in manufacturing area but also in the services industry. Many investigations have indicated that Six Sigma can increase organization's competitive capability and enhance the quality of products or services by conducting the projects. Since this program focus on data-driven analysis and rigorous methodology to improve quality, and seem to be gaining significant popularity in industrial settings. This article focuses on the benefits of Six Sigma in injection molding industries, Obstacles in its implementation and future of six sigma programs.

This study also aims to review the effect of six sigma tools in a plastic injection molding industries along with a case study to improve the quality of nylon-6 bush (KAMANI BUSH) produced by plastic injection molding process. The production equipment employed in this study is a precision injection machine, model: PPU7690TV40G, over all dimensions 856×1500×2480 mm manufactured by the Targor Corporation This study has two advantages. First is to choose the best tools that fit that type of industry. Second is to encourage similar companies to apply the same methodology. The case studies by researchers showed a significant improvement in the rejection rate using the structured DMAIC methodology.

MEASURING EFFICIENCY OF SELECTED STATE INDUSTRIAL DEVELOPMENT CORPORATIONS THROUGH APPLICATION OF DATA ENVELOPMENT ANALYSIS

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ABSTRACT

The role and effectiveness of any State Industrial Development Corporation (SIDC) depends not only on the quantum of its assistance but also the efficiency with which its financial resources are managed. It has direct bearing on the development bank's ability to perform some of its basic functions of mobilising private investment capital for economically important projects and to develop the groundwork for a capital market. This paper is focused on analysing the efficiency of State Industrial Development Corporations (SIDCs) by applying window analysis of data envelopment analysis technique (DEA). Sample consists of four SIDCs of northern states. Inter period and inter-SIDC efficiency has been calculated. Time period covered for inter-temporal analysis is eleven years i.e. from 1993-94 to 2003-04 for all the four SIDCs. Results have shown that some of the SIDCs like HSIDC and PSIDC have shown efficiency in their performance. Mean efficiency score of PSIDC was better than HSIDC but later on HSIDC has shown remarkable improvement. Whereas other SIDCs like JKSIDC are not able to cope with the changing economic environment. Its efficiency score is lowest among all the SIDCs under study.

**ATTRIBUTES THAT IMPACT THE STORE PREFERENCE OF THE CONSUMERS FOR A LIFE STYLE PRODUCT
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SURAT – 395 007**ABSTRACT**

Retailing business is greatly affected by the patronage behavioral orientations of shoppers. Understanding these orientations can assist retailers in developing appropriate marketing strategies toward meeting the needs and wants of consumers. Consumer's tastes have shifted toward a more casual, but luxurious, way of wearing apparels. Like many other products, apparels are composed of many physical characteristics, which are perceived differently by various consumers. When considering an apparel purchase, consumers tend to compare and contrast alternative attire made up of different quality blend. At the same time, deciding to select a particular store for the purchase of apparels, usually starts with a set of characteristics or attributes that consumer aspires. Consumers then use these attributes to make decisions regarding what store or stores can cater to their particular needs.

A key objective of the research has been to identify the orientation that the respondent has towards lifestyle apparel shopping specific to Surat City. To identify this, there were 13 statements, which were created as a bipolar semantic scale ranging from one to seven. The respondents (cases) were then grouped into two major clusters on the basis of cluster analysis. In all, two prominent groups emerged, with some responses being too scattered as to not fit in with any group.

An attempt is also made to observe the ramification of age, income, occupation, and choices of brands on the consumption patterns of customers for apparels. This can help marketers to plan the specific marketing strategies for their customers.

A REVISIT ON THE APPLICATION OF HACKMAN AND OLDHAM MODEL IN ORGANISATIONS

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ABSTRACT

The study examined the role of job dimension in determining the motivating potential score of the employees. A sample of 96 employees was surveyed using the job diagnostic survey and the score were compared with the national norms established by Oldham, Hackman and Stepina using nine job families. The study revealed that the job dimensions highly influenced the motivating potential score and the study also revealed the presence of significant differences between the national norms and the study data.

CAPITAL BUDGETING PRACTICES IN MANUFACTURING SECTOR IN INDIA: A SURVEY ANALYSIS**DR. KARAM PAL**

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ABSTRACT

The present study aims at understanding the behaviour of financial executives of Indian manufacturing sector with respect to their capital budgeting practices. Textiles and pharmaceutical industries are considered for giving a concise representation of manufacturing sector in India. The survey analyses the responses of financial executives of the firms for deriving the details on the characteristics like size, growth, leverage and profitability. Independent sample t-test and Multivariate Probit Regression model are applied to check the significance of the results. The study reveals that firms' size significantly affect the practices of capital budgeting and cost of capital. Large firms frequently use discounted cash flow techniques and CAPM while assessing the financial feasibility of an investment opportunity. The executives of small firms still rely on payback criterion. The IRR method is more popular than NPV method. The large firms are more likely to use sophisticated project risk analysis techniques, such as risk-adjusted discount rate, decision tree, and (Monte Carlo) simulation, than the small firms. High growth firms are more likely to use DCF capital budgeting techniques.

ANALYSIS OF EFFECTIVENESS OF TRADE FAIRS AND EXHIBITIONS AS A TOOL FOR EXPORT MARKETING**DR. SANJAY NANDAL**

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ABSTRACT

International trading environment is passing through a phase of rapid transformation, offering in the process more opportunities and presenting challenges for companies planning to operate offshore. With the wind of globalization blowing across different parts of the world, export activity has become an all-pervasive function of the business enterprise. Because an export order is a project in itself as it involves difference in designing of product for different orders, different packaging specifications, delivery schedule, different mode of payment etc. It becomes more difficult for firms to operate in foreign markets. Firms stated that greatest barrier to export was lack of information on how to do it. But to get only the information is an expensive proposition for the business.

The research paper investigates the effectiveness of trade fairs and Exhibitions as a mode of penetrating international markets by exporters of various categories. These events provide a platform where buyer and sellers can interact directly and facilitate to know each other. There are other various mode of entry into foreign markets but need of the hour is cost effective mode of penetration. The study reveals that trade fairs and exhibition provide the right kind of platform to exporters with its cost effectiveness.

IMPLICATIONS OF PERCEPTUAL LEARNING STYLE PREFERENCES ON MANAGEMENT PEDAGOGY**SANATH BHASKAR .B**

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ABSTRACT

Students and teachers have individual learning style preferences in receiving and processing information, which can be assessed using the VARK (Visual, Auditory, Read/Write, Kinesthetic) inventory designed by Neil D. Fleming. In this study which attempted to examine the perceptual learning style preference distribution in management students and teachers and its implications on management pedagogy, and suggest an alternative pedagogical method for management students, the VARK questionnaire containing 13 items was administered to four hundred and eight business management students and two hundred and fifty teachers. The data indicated that there are no gender differences in the percentages of male and female students who presented unimodal or multiple modes of sensory preferences. The data also showed that there is no significant difference between proportions of female students compared to male students in the specific multiple modes preferences. Regarding the effective areas of learning style preferences the data found that the most frequent bi-modal combination is Aural and Read/write (AR) with 10.3% for both students and teachers. The research found that there is a significant difference in multimodal learning preferences with the teaching experience, and that there is a significant association between career preference and learning preferences of students who, as per the research data, prefer multimodal learning styles more than the single-mode. Hence a judicious combination of all the four learning styles may be considered in a diverse learning environment.

GREEN MARKETING: A NEW ROADMAP FOR ORGANIZATION SUCCESS

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ABSTRACT

Green Marketing has emerged as an important concept in India as in other parts of the developing and developed world, and is seen as an important strategy of facilitating sustainable development. As, Environmentalism has fast emerged as a worldwide phenomenon, Business firms too have risen to the Occasion and have started responding to environmental challenges by practicing green marketing strategies. Green consumerism also has played a catalytic role in ushering corporate environmentalism and making business firms green marketing oriented. But most of our green activities are hinged on a set of dos and don'ts. There are three reasons why we must rethink the idea of green Marketing. First, the impact of the products on environment Second, the after-life of these green products is always not very environmental –friendly and thirdly, the hardest of all, is the question whether they are really green or not. This Paper aims at finding out what actually green Marketing is all about and how can a business firm be more competitive by using green marketing strategies to gain a competitive edge over others. It explores the main issues in adoption of green marketing practices.

POTENTIAL OF VMI APPLICATION IN COMMERCIAL VEHICLE MANUFACTURING INDUSTRY- A CASE STUDY

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ABSTRACT

Various cost reduction techniques are involved in the management of inventory. VMI model is one of the ways to cut inventory related costs and keep inventory levels low. VMI model helps companies to reduce the inventory-associated costs by shifting the responsibility of managing and replenishing inventory to vendors. It has been intensively discussed as an innovative technique for increasing economic potentials by reducing the inventory cost in real time. However, a systematic application in different industries has not yet been achieved. This paper reveals the potential of the use of VMI in a leading commercial vehicle manufacturing company. This approach has been implemented to illustrate how VMI model can minimize the inventory associated costs. The findings may be generalized to a variety of other manufacturing industries.

HOW TO GET TACIT KNOWLEDGE AND THE STRATEGIES TO MANAGE TACIT KNOWLEDGE**SHEKHARA GOWD MITTA**

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ABSTRACT

Tacit knowledge has been defined as one's personal, internal or interior knowledge as opposed to the external, physical knowledge that has been written down or recorded as an artifact. Stephen Gourlay presents a clear definition of tacit knowledge as "a form of knowledge that is highly personal and context specific and deeply rooted in individual experiences, ideas, values and emotions". The philosopher Michael Polanyi was the first to differentiate between the tacit, or personal knowledge, and the explicit, or external knowledge domains. Polanyi drew upon ideas originating from Plato to argue that knowledge is internally processed, and is embodied in one's self. The French philosopher Philippe Baumard has provided the most extensive treatment of tacit knowledge for knowledge management and organizations. According to Baumard, tacit knowledge is important because expertise rests on it, and because it is the source of competitive advantage, as well as being critical to daily management activities.

**RELATIONSHIP STUDY OF SELECTED INDIAN COMPANIES TRADED IN BOMBAY STOCK EXCHANGE WITH
REFERENCE TO COST OF CAPITAL AND COMPANIES PERFORMANCE
(AN APPLICATION OF CORRELATION MATRIX & MULTIVARIATE REGRESSION MODEL)**

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ABSTRACT

Finance is the supply of funds, which regulates the activities and operations of the industry. Adequate finance is required besides the requirement of fixed and working capital for undertaking the program of extension, reorganization or expansion. Since, now a day market is open, finance are raising through issue of shares, debenture/bond from domestic as well as international capital market in the form of GDR (Global Deposit Receipts), ADR (American Deposit Receipts) and FCCB (Foreign Currency Convertible Bonds) and from the wide range of financial institutions. However, the finance is not free of cost. The suppliers of various sources of funds have a charge on the income of organization, like; dividend for shareholders, interest for bond/debenture holders; dividend /interest for non-banking financial companies, foreign investors and so on. This charge on each source capital is known as cost of capital. The present study focuses on whether cost of capital has any relationship with financial performance of companies like capital structure. For this purpose we have selected 151 top Indian companies on the basis of market capitalization 2007 and classified under different industrial groups. The statistical tools of ANOVA, correlation and multiple regression method have been applied. The study found that change of cost of capital affects the company's profitability position. The higher cost of capital adversely affects the profitability position of the companies. Specially, Indian larger companies should necessary to give proper emphasize at the time of procuring the funds. Again the relationship between cost of capital and companies performance is not specific rather depends on nature of industry as different companies are regulating under different regulations.

PHARMA SECTOR: PROBLEMS AND PROSPECTS**DR. ARATI BASU**

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ABSTRACT

Pharmaceutical industry operates under natural oligopoly due to of technological requirements and needs for inbuilt knowhow over a long period. Here returns on R &D investment has got a long gestation period and uncertain as one in ten experimental drugs has the probabilities of getting into market. Human capital is to be built in house through learning by doing over a long period of time. Once the capabilities are built up Pharma cos acquire natural advantage provided through patenting. This is used as market power to prevent competitors entering into business. Even distribution of drugs to the end users is capital intensive. Human resources need both marketing as well as scientific knowledge. In the industry fringe cos operate at the lower level of the ladder, suffer from lack of capital, infrastructural constraints and high attrition among the skilled personnel.

After 53 years of building capabilities in the Pharma sector and India's compliance to patent law, TRIP, many Global players are keen to include Indian cos in the value chain in R&D segment. India also has a number of competitive advantages in this sector with pool of science graduates and the scope for cheap clinical research facilities. Though India's domestic market itself is growing at 8 to 9 percent and sector has made foray into the global market, this is dominated by 250 large and medium size firms. Nearly 8 thousand small Pharma firms are operating at a low value chain. They are facing severe constraints which are even threats to their survival.

Successful big cos are operating in the field of genetic drugs and can grow further if only they make use of global opportunities being part of R&D value chain. Private Public Partnership could be successful in grabbing favourable global opportunities and making use of India's comparative advantage in this sector. The research is based on secondary published materials and information available in the internet.

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