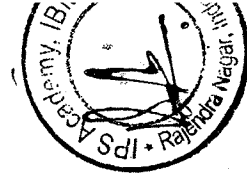


3.3.3 Number of books and chapters in edited volumes/books published and papers published in national/					
Sl. No.	Name of the teacher	Title of the book/chapters published	Title of the paper	Title of the proceedings of the conference	Name of the conference
1	Amit Kumar		A study on Relationship between Leadership Traits and Academic Performance of Youth	Services in Emerging Markets, Institute of Management, Nirma University,	Services in Emerging Markets, Institute of Management,
2	Arpan Shrivastava		A Study on the Challenges Facing Small Scale Women Entrepreneurs : A Case of Madhya Pradesh	Services in Emerging Markets, Institute of Management, Nirma University,	Services in Emerging Markets, Institute of Management,
3	Bhavina Joshi		Startup India: Possibilities, Challenges & Support, Innovative Strategies in Transitional Economy	Startup India: Possibilities, Challenges & Support, Innovative Strategies in Transitional Economy	
4	Gunjan Anand		A study on Relationship between Leadership Traits and Academic Performance of Youth	Services in Emerging Markets, Institute of Management, Nirma University,	Services in Emerging Markets, Institute of Management,
5	Neha Ramnani Bhargava,		IMPACT OF FINANCIAL LITERACY ON PERSONAL FINANCIAL MANAGEMENT IN INDIA: A GENDER BASED PERSPECTIVE	Developing Competencies & Skills for Global Competitiveness	Developing Competencies & Skills for Global Competitiveness
6	Ruchi Kashyap Mehra		Critical for leveraging human capital for the success of the "Make in India" initiative	Make in India: Management's Role & Perspective	Make in India: Management's Role & Perspective
7	Sunita Jatav		EVALUATION OF SERVQUAL IN BANKS – A GAP ANALYSIS	A Study on the Challenges Facing Small Scale Women Entrepreneurs : A Case of Madhya Pradesh	Services in Emerging Markets, Institute of Management, Nirma University,

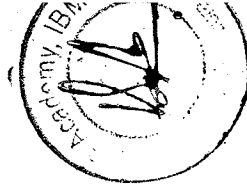


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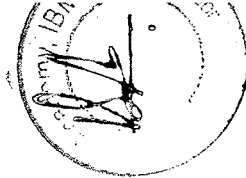
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Sl. No.	Name of the teacher	Title of the book/chapters published	Title of the paper	Name of the conference
8	Sunita Jatav	ROLE OF SERVICE MARKETING IN INDIA WITH REFERENCE TO TOURISM INDUSTRY / Tourism Marketing A Strategic Approach, Apple Academic Press, pp 81-94 , ISBN 978-1-77188-470-9		
9	Sunita Jatav	SERVICE QUALITY SIGNIFICANCE IN BANKING INDUSTRY WITH REFERENCE TO INDIA / Handbook of Promotional Strategies and Consumer Influence in the Service Sector by IGI Global, USA, [ISBN 9781522501435 (hardcover) ISBN 9781522501442 (eBook)] Chapter 18, pp 309- 323, August 2016.		



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10	Neha Sahu		Customer Co-creation:A new dimension for Customer Engagement & Value Creation Process,	National Conference on "Dynamism of Global Era & Changing Management Practices	"Dynamism of Global Era & Changing Management Practices
11	Nidhi Jhawar		Customer Co-creation:A new dimension for Customer Engagement & Value Creation Process,	National Conference on "Dynamism of Global Era & Changing Management Practices	"Dynamism of Global Era & Changing Management Practices
12	Ms. Barkha Agrawal		Impact of Cause and Donation Size on Consumers' Purchase Intention in Cause-related Marketing	MDINationalConference on managing Changein Evolving Economic Scenario	Managing Changein Evolving Economic Scenario
13	Bhavina Joshi		Influence of Uncertainty: The Chaos Theory Of Career		
14	C. K. Goyal		A Study on Employability of Technical Graduates in Madhya Pradesh, India	National Seminar on Indian Higher Education System: Issues and Challenges	Indian Higher Education System: Issues and Challenges
15	C. K. Goyal		Management Education and Employability: A Challenge Ahead,	International Conference on Innovative Business Practices for Creating Value in Global Era	Innovative Business Practices for Creating Value in Global Era
16	C. K. Goyal		Impact of Cause and Donation Size on Consumers' Purchase Intention in Cause-related Marketing	MDINationalConference on managing Changein Evolving Economic Scenario	Managing Changein Evolving Economic Scenario

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Sl. No.	Name of the teacher	Title of the book/chapters published	Title of the paper	Title of the proceedings of the conference	Name of the conference
17	C. K. Goyal		Management of stressed assets: Comparative study of loan portfolio of Indian PSU banks and private banks	MDINationalConferenceonmanagingChangeinEvolvingEconomicScenario,	Managing Change in Evolving Economic Scenario
18	Gagan Bhati		Management of stressed assets: Comparative study of loan portfolio of Indian PSU banks and private banks	MDINationalConferenceonmanagingChangeinEvolvingEconomicScenario,	Managing Change in Evolving Economic Scenario
19	Heena Upadhyay		An Economic growth of MSME: An Empirical study of Development programmes of MSME DI	MDINationalConferenceonmanagingChangeinEvolvingEconomicScenario,	Managing Change in Evolving Economic Scenario
20	Kshema Shrivastava		A Study of impact of GST on Accounting Information reported under Ind AS.	International Conference on Sustainable Development: People, Process and Practice	Sustainable Development: People, Process and Practice
21	Neelam Wadhwani		Management Education and Employability: A Challenge Ahead,	International Conference on Innovative Business Practices for Creating Value in Global Era	Innovative Business Practices for Creating Value in Global Era
22	Neelam Wadhwani		A Study on Employability of Technical Graduates in Madhya Pradesh, India	National Seminar on Indian Higher Education System: Issues and Challenges	Indian Higher Education System: Issues and Challenges
23	Neha Sahu		Customer Co-creation: A new dimension for Customer Engagement & Value Creation Process,	National Conference on "Dynamism of Global Era & Changing Management Practices	"Dynamism of Global Era & Changing Management Practices



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24	Nidhi Jhawar		Customer Co-creation: A new dimension for Customer Engagement & Value Creation Process, e-Readiness and e-Governance: Citizens Prospective on Adoption of Government's Digital Initiatives	National Conference on "Dynamism of Global Era & Changing Management Practices	"Dynamism of Global Era & Changing Management Practices
25	Ms. Nidhi Jhawar		Gross Fixed Capital Formation Suffices as a determinant for Gross Domestic Product in India	Managing Change in Evolving Economic Scenario	MDI National Conference on managing Change in Evolving Economic Scenario
26	Ms. Pallabi Mukherjee			WRFER International Conference, Pune,	
27	Mr. Satyakam Dube		Impact of Social Media on the Decision Making of Students in the Selection of Educational Institutes and Courses	International Conference on Innovation in Business Management and Social Sciences Amity Business School,	Innovation in Business Management and Social Sciences Amity Business School,
28	Sunita Jatav		Impact of Social Media on the Decision Making of Students in the Selection of Educational Institutes and Courses	International Conference on Innovation in Business Management and Social Sciences Amity Business School,	Innovation in Business Management and Social Sciences Amity Business School,
29	Surya Prakash Tripathi		Impact of Retention Strategies on Employee Performance and Engagement at ICICI and HDFC Bank, India	Innovative business practices for creating value in Global Era	Innovative business practices for creating value in Global Era

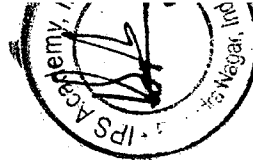


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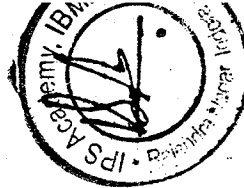
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30	Vivek Singh Kushwaha		e-Readiness and e-Governance: Citizens Prospective on Adoption of Government's Digital Initiatives	Managing Change in Evolving Economic Scenario	MD National Conference on managing Change in Evolving Economic Scenario
31	Vivek Singh Kushwaha		An Economic growth of MSME: An Empirical study of Development programmes of MSME DI	MD National Conference on managing Change in Evolving Economic Scenario	Managing Change in Evolving Economic Scenario
32	C. K. Goyal		Management Education and Employability: A Challenge Ahead	7th International Conference, Acropolis Faculty of Management & Research, Indore	Innovative Business Practices for Creating Value in Global Era 2017
33	C. K. Goyal		A Study on Employability of Technical Graduates in Madhya Pradesh, India		Indian Higher Education System: Issues and Challenges
34	C. K. Goyal		A Study of Executives' Perceptions towards Employability Skills of Management Graduates	The Quality of Higher Education in India: Road Ahead	The Quality of Higher Education in India: Road Ahead
35	C. K. Goyal		A Study of Employer's Expectation of Employability Skills from Engineering Graduates	Innovative in Science, Technology and Management, Sanmantrana	Innovations in Science, Technology and Management – Challenges and Opportunities



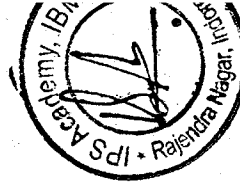
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Sl. No.	Name of the teacher	Title of the book/chapters published	Title of the paper	Title of the proceedings of the conference	Name of the conference
36	Jolly Sushma		An Empirical Analysis on the informational efficiency of future markets in India-with special reference to Nifty 50 Index Futures.	International Conference on Global advancement in engineering, management, Pharmacy, Science and Humanities	International conference on global advancement in engineering, management, Pharmacy, Science and Humanities
37	Mansi Kukreja		An empirical study on impact of emotional and social intelligence on employees of banking sector	"International Conference on Emerging Trends in Business Management"	International Conference Organized By Pune Institute Of Business Management.(Emerging Trends In Business Management)
38	V.S. Kushwaha		An Empirical Analysis on the informational efficiency of future markets in India-with special reference to Nifty 50 Index Futures.	International Conference on Global advancement in engineering, management, Pharmacy, Science and Humanities	International conference on global advancement in engineering, management, Pharmacy, Science and Humanities
39	V.S. Kushwaha		Motivational factors and barriers for installation of Solar Rooftop System	NICOM 2019	22nd Nirma International Conference on Management



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Sl. No.	Name of the teacher	Title of the book/chapters published	Title of the paper	Title of the proceedings of the conference	Name of the conference
40	Madhuri Mehtani		To Study the Impact of Talent Management Practices on Employee Retention for Industry 4.0 with reference to Banking Sector.	SANMANTR ANA 2020 (A Multi disciplinary international conference on deciding industry 4.0 for inclusive and sustainable growth)	International Conference on
41	Pallabi Mukherjee		A Comprehensive Analysis of Indian Poverty with respect to Regional Dimensions since Liberalization Period	IFERP International Conference	International Conference on
42	Priyanka Yadav		To Study the Impact of Talent Management Practices on Employee Retention for Industry 4.0 with reference to Banking Sector.	SANMANTR ANA 2020 (A Multi disciplinary international conference on deciding industry 4.0 for inclusive and sustainable growth)	International Conference on
43	Gagan Bhati		Assessment of academic performance through SQC: An application of control charts	Interdisciplinary Research in Technology & Management	Interdisciplinary Research in Technology & Management
44	Tarika Nandedkar		Assessment of academic performance through SQC: An application of control charts	Interdisciplinary Research in Technology & Management	Interdisciplinary Research in Technology & Management



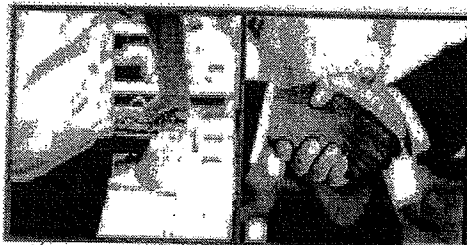
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45	Saket Rathi		Investment Portfolio Recitals of Private Sector Non-Life Insurers	Symbiosis International Conference on Business and Management (SICBM-2021)
46	Sunita Jatav		Investment Portfolio Recitals of Private Sector Non-Life Insurers	Symbiosis International Conference on Business and Management (SICBM-2021)



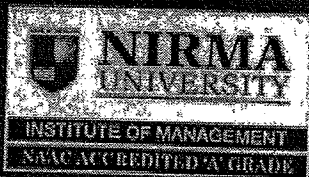
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CONSUMER BEHAVIOUR & CONTEMPORARY MARKETING STRATEGY



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Dr. Sapna Parashar



Institute of Management
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Ahmedabad



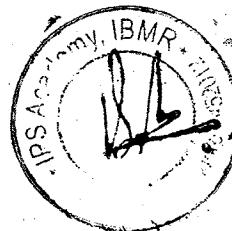
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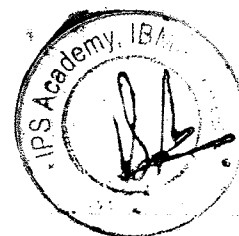
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A Study on the Challenges Facing Small-Scale Women Entrepreneurs: A Case of Madhya Pradesh

Arpan Shrivastava and Sopnamayee Acharya
Assistant Professor, IBMR IPS Academy, Indore

ABSTRACT

Times are changing and so are the women. Previously entrepreneurial venture associated with urban females is now gaining popularity amongst the semi-urban women too. The study sought to identify the challenges encountered by small scale women entrepreneurs in Madhya Pradesh and initiatives taken to counter the challenges. The small and micro enterprises (SMEs) play an important role in the Indian Economy such as creating jobs however they face serious challenges such as lack of finance, discrimination, problems with the city council, multiple duties, poor access to justice, lack of education, among others. The study established that many stakeholders from both public and private sector are helping empower women entrepreneurs in Madhya Pradesh: such as formation of women enterprise fund, establishing of women's university of science and technology, formal and informal financial support, and donor initiatives among others have been put in place. The study recommends that women entrepreneurs need to be accepted and supported financially, legally and more capacity building should be made available. Further research is recommended in this area.

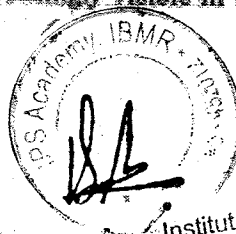
Keywords: Challenges, Initiatives to Empower, Madhya Pradesh, Small and Micro-Enterprises (SMEs), Women Entrepreneurs

INTRODUCTION

Women entrepreneurs in India are the key to economic growth because they are generating employment. But women owned businesses could contribute more than what they are doing today. A growing amount of research shows that countries that fail to address gender barriers are losing out on significant economic growth. Without increased attention to the gender dimensions of economic development, India is therefore unlikely to meet its growth targets. This therefore demonstrates that addressing gender barriers in India could generate significant economic growth for the country. The Indian government recognizes that women entrepreneurs have not been on an equal footing when it comes to their access to opportunities and assets but it has yet to effectively address the barriers facing women in business (Athanne, 2011).

Women entrepreneurs around the world are making a difference. They contribute numerous ideas and a great deal of energy and capital resources to their communities, and generate jobs as well as create additional work for suppliers and other spin-off business linkages (Common wealth secretariat, 2002). Siwadi and Mhangami (2011) adds that it is undeniable that women entrepreneurs are the major actors in that sector and contributors to economic development and are becoming increasingly visible in the local economies of the developing countries.

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IMPACT OF FINANCIAL LITERACY ON PERSONAL FINANCIAL MANAGEMENT IN INDIA: A GENDER BASED PERSPECTIVE

Neha Ramnani Bhargava, Assistant Professor, IBMR, IPS Academy, Indore

Dr. Sachin Mittal, Faculty Member, Jaipuria Institute of Management, Indore

Abstract:

Financial Planning of each individual plays a very significant role in overall economic growth of entire nation. Professional environment, innovative financial products and technological changes has changed the way of financial planning towards the financial well-being and to satisfy all future needs of an individual. Review of various literatures revealed that there lies a significant gap between males and females with respect to many issues like education, quality of life, work-life balance, etc. The purpose of this study is to analyse the impact of financial literacy on personal financial management with respect to different genders in India. To conduct the study, independent sample t-test had been applied on a sample of 650 respondents out of which 374 were males and 276 were females. The study found that financial literacy level differs significantly between the males and females in India. Whereas, their personal financial management skills are found to be average. Study also found that individuals did not use their financial literacy and their knowledge properly for various investment plans to manage their future financial needs.

Keywords: Financial Literacy, Personal Financial Management, Financial Well-being.

Introduction:

Knowledge of finance and financial planning has come a very long way since the time when it was recognized merely as a factor for growth and development. Nerve center of any economic system and most economies strive to make their financial system more and more efficient. It also keeps the policy makers on their toes as any casualty in this sector could dismantle the entire economy and even lead to the plight of millions. With unprecedented developments in the financial sector which has culminated into innovative

Neha Ramnani Bhargava(2017), Impact of Financial Literacy on personal Financial Management in India : Gender Based Prospective, Developing Competencies & Skills for Global Competitiveness, ISBN No.0974-6080, Page no. 180-188



Critical for leveraging human capital for the success of the “Make in India” initiative

Ms Ruchi Kashyap Mehra

ABSTRACT

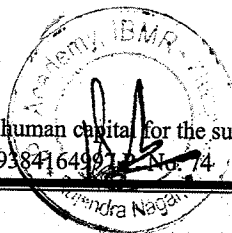
In an environment where human resources are an important source of competitive advantage, it is also the one that contributes to sustained competitive advantage through facilitating the development of competencies that are firm specific. Though there are many organizations who are hiring and firing employees as an impact of technology advancement, Make in India is obviously a compact of technology. This paper will help to understand how critical it is for leveraging human capital for the success of the “Make in India” initiative. **Keywords :** Human Capital, Make in India, Competitive advantage

INTRODUCTION

India, an emerging economy, has traditionally been looked upon as a favorable destination for low-cost manufacturing. Prime Minister Shri Narendra Modi has provided further drive to economic development by launching the “Make in India” initiative. This initiative has an aggressive ambition to transform India into a manufacturing and technology hub, which puts the country on the centre stage of global economic activity.

EY’s third annual automotive survey 2015-16 covering 125 global executives reveals ‘talent’ as the most critical resource, which will offer a competitive advantage to organizations going forward and also ensure business continuity.

“Make in India” will increasingly require organizations to further enable their HR functions for identifying the capabilities required for business continuity and future growth and also ensure attraction, retention and nurturing of talent. The traditional role played by the HR function and capabilities of HR professionals will also need to be relooked. Going forward, the HR — Business partnership in ensuring continuity and growth of the organization will take new and more complex dimensions than ever before.



EVALUATION OF SERVQUAL IN BANKS – A GAP ANALYSIS

Dr. Sunita Jatav* and Dr.Sopnamyee Acharya**

ABSTRACT

Consumer behavior has always been an interesting subject for marketers. With the constant increase of market, banking sector is one of the fastest growing sectors in India. This study examines the satisfaction level of consumer on major National banks, Private Banks in India and services provided by them. It also provides a functional comparison of the two different approaches in terms of SERVQUAL model. The study also analyzes the relationship between deliverance of services and actual customer expectation and employees behavior with the help of gap analysis. The findings of the study indicate that total service quality is a significant determinant of customer satisfaction in Indian banking industry irrespective of public sector banks. This study will provide important insights to banks in redefining their corporate image to one that is customer-focused and driven by service quality. The findings of the study also suggest after evaluation of intrinsic and extrinsic cues of consumers from cross sections differ in evaluating a bank's performance and expectation of the end users.

Key Words – Consumer Behavior, Total Service Quality, Banking Sector

INTRODUCTION:

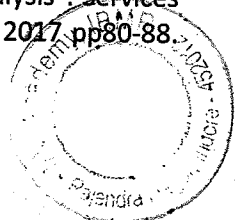
Services have been distinct in numerous ways but with no general concurrence as to what really constitute services. The American Marketing Association's definition of services as: actions, benefits or satisfactions, which are offered for sale, or are provided in connection with the sale of goods. According to (Stanton, 1986): Services are those individually identified, and fundamentally intangible, activities that provide want of satisfaction and that are not necessarily tied to the sale of a product or another service. To produce service may or may not necessitate the use of concrete goods. However, when such use is compulsory, there is no transfer of the title to these tangible goods. (Gummerson, 1987) recommended that "Services are something that can be bought and sold but which you cannot drop on your foot". (Kotler, 1993) defines services as any kind of concert that one party can offer to another that is essentially intangible and does not results in the ownership of anything. Thus, through different definitions it were understood that services have four important distinctiveness; they are intangibility, perishability, inseparability and heterogeneity. The service system, therefore, was an addition of all these components, involving a large number of white-collar staff working with a purpose to satisfy the unstable needs of customers. Service system exists because it helps client in meeting their own needs, it offers alternatives that are superior to self-service in cost, time and expediency, and it meets a broad variety of psychosomatic and physiological needs.

Service Quality, a significant issue in the current decade has arisen due to the distinctive quality gap between customer expectation and bank performance. Analysis about gap model of SERVPERF was based on delivering quality banking services in Indian market. The intangibility

Sunita Jatav and Sopnamyee Acharya, 2017, "Evaluation of Servqual in Banks- A Gap Analysis". Services in Emerging Markets, Institute of Management, Nirma University, Ahmedabad. January 2017 pp80-88. ISBN 9789386256331.



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ROLE OF SERVICE MARKETING IN INDIA WITH REFERENCE TO TOURISM INDUSTRY

*Sunita Jatav,
**Dr. Alok Mittal,

- 1) *Introduction of Service Sector*
- 2) *Classification of Service Sector*
- 3) *Variety of Services in India*
- 4) *Service Marketing*
- 5) *Tourism Marketing*
- 6) *Features of Tourism Marketing*
- 7) *Market Segmentation in Tourism Industry*

1. Introduction of Service Sector -

Service sector in India as well as at global level has emerged as fastest growing sector. The services sector has been the key driver of growth for the Indian economy in the past decade, during which India has ranked among ten fastest growing economies in the world, with average economic growth at over 7 per cent a year, and over 8 per cent in the last five years. During the 1990's, Indian services sector grew at an average annual rate of growth 9 per cent, well ahead of the growth of industry at 5.8 per cent per annum and that of agriculture at 3.1 per cent per annum. The most important services in the Indian economy have been banking and financial services. They are one of the largest and most challenging sectors and hold a key to the country's overall progress. Industries and Services have acted as twin engines propelling overall growth in an economy. They are attracting large inflow of capital and foreign investments into the country from all over the world. These sectors are the largest generator of employment opportunities in the country and a facilitator of trade and commerce with other countries. In other words, besides agriculture, they are the basis of almost all major policy initiatives, incentives and schemes as well as programs and plans, both at the National and at the State level. Service has become a strong force now-a-days. Of service sector, the banking services play a vital role to satisfy the varied requirements of customers, with the government on one side and the public on the other. Banks, whether they are public sector banks, private sector banks or are foreign sectors banks are highly competitive with each other. They have their own set of objectives and they work for attaining these objectives and targets.

Services sector has become imperative for many economies in the world with India also. While for the medium and long term, it is significant to go faster, the growth of



SERVICE QUALITY SIGNIFICANCE IN BANKING INDUSTRY WITH REFERENCE TO INDIA

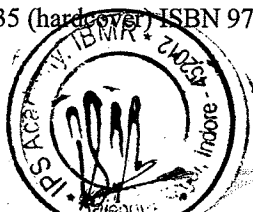
*Sunita Jatav,
**Dr. Alok Mittal,

Abstract

Service sector has emerged as the largest and fastest-growing sector in the global economy in the last two decades, providing more than 60 per cent of global output and, in many countries, an even larger share of employment. The growth in services has also been accompanied by the rising share of services in world transactions. Worldwide there has been a paradigm shift of Foreign Direct Investment (FDI) from manufacturing sector towards services sector. Services in India are emerging as a prominent sector in terms of contribution to national and states' incomes, trade flows, FDI inflows, and employment. The ambiguity in classifying FDI in different activities under the services sector continues. The combined FDI share of financial and non-financial services under services sector, construction development, telecommunications, computer hardware and software, hospitality and tourism can be taken as the best estimate of services FDI, though it could include some non-service elements. This share is 43.7 per cent of the cumulative FDI equity inflows during the period April 2000- November 2014., FDI inflows to the services sector (top five sectors including construction) declined sharply by 37.6 per cent to US\$ 6.4 billion, though overall FDI inflows grew by 8.4 per cent. However, during financial year 2014-15 (the period from April 2014 to November 2014), the FDI inflows to services grew by 105.8 per cent compared to 22.2 per cent growth in overall FDI inflows.

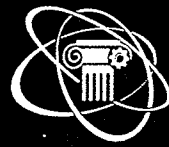
Quality of- service has important efficiency and equity implications. Sound quality-of-service policies can encourage or mandate quality levels consistent with social welfare, improvement and equity goals. The most widely accepted definition of service quality was given by Parsuraman *et al.*, (1988) who defined it as "the perception of the superiority of the service offered" by the provider. They developed the well-known service-quality measuring instrument called SERVQUAL wherein service quality is a function of the difference in scores or the gaps between customer expectations and perceptions in terms of seven dimensions - responsiveness, communication, reliability, tangibility, assurance, courtesy and empathy. Though the SERVQUAL instrument has been proven valid and reliable across a large range of service contexts, it has been subjected to significant criticism as various empirical studies have failed to confirm the seven dimensions of service quality (Badri *et al.*, 2005; Carman, 1990; Mels *et al.*, 1997).

Mittal Alok and Jatav Sunita; "Service Quality Significance in Banking Industry with Reference to India" published in *Handbook of Promotional Strategies and Consumer Influence in the Service Sector* by IGI Global, USA, [ISBN 9781522501435 (hard cover) ISBN 9781522501442 (eBook)] Chapter 18, pp 309- 323, August 2016.



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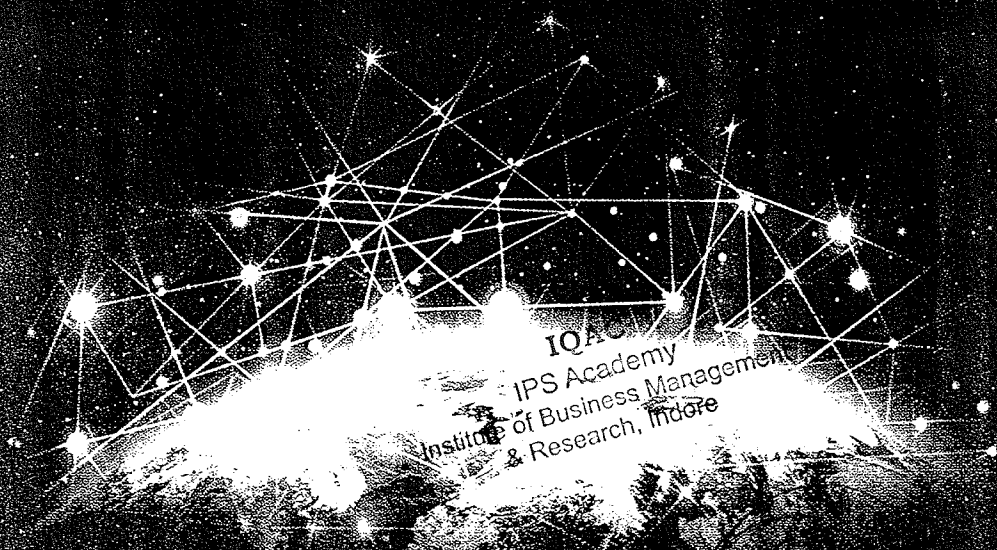
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MANAGEMENT EDUCATION AND EMPLOYABILITY: A CHALLENGE AHEAD

*Dr. C.K. Goyal
*Neelam Wadhvani

Abstract

Today, in this ever-changing world of technology, employability skills have become a basic requirement of success and sustainability for every individual. Management is there in each and every field of our life. The process of globalisation has woven the whole world into one thread and have lifted all the veils bifurcating the countries. Businesses today have become more and more competitive due to this globalization process. The world and its demands are changing every second and if we want to cope with this dynamic business world we should generate employability skills in our future managers. But, the biggest hurdle in our path to success is the gap between the demands of the industry and the output of business schools. The objective of the present paper is to study the employability skills required by a management graduates and the challenges faced by the institutes in the development of employability skills

Key Words: Management institutes, employability skills, holistic approach, globalization.

INTRODUCTION

Life is a school and man starts getting education from the day she is born. Education is a never ending process and is crucial for the social and economic well-being of any nation. It is through education that we can make our lives better, happy and secure. In the past two decades, the importance of education, especially management education has grown enormously. This is due to globalization. Today businesses are facing competition, not only from the businesses belonging to their country, but, also from across the whole world. To face this competition, industry needs people with the right skills and attitude. Thus, enhancing the importance and need of quality management education.

In present scenario management education is required to generate a holistic approach in their graduates. They should focus on the development of the survival skills, to face the global competition and the dynamism thus provided by this competition, in their managers. As far as quality of education and meeting of industry demand is considered only few top B-schools of India like IIMs, etc. has been successful. On the contrary, majority of the B-schools in our country are facing challenges like curriculum, lack of

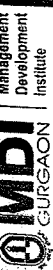
qualified faculty, poor quality of content and not-so-effective examination system. This is a matter of serious concern with a country like India, since, despite being the world largest pool of human capital, we are unable to create the quality thus required. The solution to this problem will also help us to fight with the problems of unemployment and poverty prevailing in our country.

REVIEW OF LITERATURE

According to Subrahmanyam and Shekhar (2014), for the social and economic growth plus international development of India, good quality management education is an important concern. The present global scenario is pressurizing institutes to provide their students with global standard professional education so as, to create skilled people to face the challenges of present competitive world. They also suggest that the management education in India should be internationalized to meet the global demand of employable manpower.

According to Dhar (2012), in present scenario students are more concerned on getting jobs with a hefty package and hence, are questing towards B-schools disparting traditional P.G. programs as M.Sc., M.Com, etc. They just want to increase their

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Today, ASSOCHAM has emerged as the fountainhead of Knowledge for Indian industry, which is all set to redefine the dynamics of growth and development in the technology driven cyber age of Knowledge Based Economy. ASSOCHAM is seen as a forceful, proactive, forward looking institution equipping itself to meet the aspirations of corporate India in the new world of business. ASSOCHAM is working towards creating a conducive environment of India business to compete globally. ASSOCHAM derives its strength from its Promoter Chambers and other industry/Regional Chambers/Associations spread all over the country.

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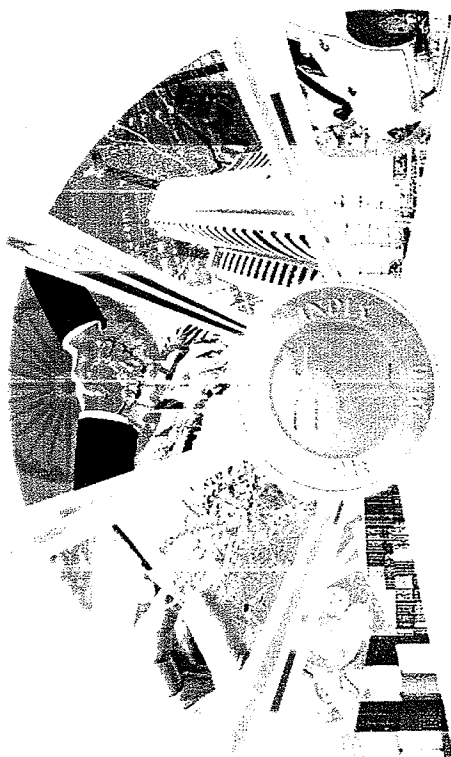


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14

Impact of Cause and Donation Size on Consumers' Purchase Intention in Cause-related Marketing

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1. INTRODUCTION

Cause-related marketing can be defined as a combined funding and promotional tactic wherein a percentage of the company's sales revenue is donated to a charitable public cause. Basically, it brings together the business corporation, nonprofit organization and the consumers through an economic interaction. It is a commercial action to promote an image, product or service through a partnership between business and charities. These programs require profit organizations to invest their market value, strength, expertise, financial help and their rapport with employees, consumers and other stakeholders whereas, name, fame and linkage to a cause is contributed by nonprofit organizations. The social issues are addressed by offering resources and funds, at the same time focusing on essential business goals. The financial interaction through cause-related marketing activities creates a win-win situation for all the participating parties. The company enhances its sales and performance; nonprofit organization gets financial support and publicity; and the consumer receives the product and also the contentment of contributing to a cause.

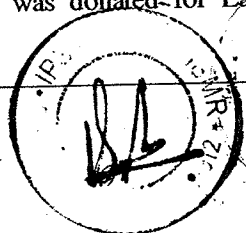
A broad array of researchers such as Varadarajan and Menon (1988), Andreason (1996) and Adkins (1999) have the same opinion that the first company to manage a cause-related marketing campaign was American Express in 1983. The term was used by them to depict the marketing campaign for the Statue of Liberty Restoration project whereby American Express donated one cent for each credit card transaction and one dollar for each new card account opened. The outcome was enormous; over a period of four-month, card transaction activity rose 28 percent, the number of card members jumped 45% and \$1.7 million was donated for Lady

Liberty. Thus the formal model of doing good for both business and society was born.

According to Daw (2006) the four differentiating characteristics that makes cause-related marketing unique from other cooperation between profit and nonprofit are: creation of worth for society, equally precious cooperation and partnership, employees and consumers contribution, communicating the value of program to the public

If any charity program of a company is attended by you, at that time you would have come across cause-related marketing. For example, "The Pink Campaign" is a CRM strategy undertaken by various large companies who dedicated a portion of their income to breast cancer research. In this regard, donation size is a distinctive factor of cause-related marketing campaign that features to donate a fixed amount from each unit of product sold by profit firms to a nonprofit organization and the personal involvement of the consumer with the cause is the individual attachment or connection of the person with the cause being served in the campaign.

Presently, corporate have completely adapted to what is called "doing well while doing good". Eventually, cause-related marketing have been the primary source of businesses to convey their social responsibility. The cause-related marketing growth increases from \$120 million business in 1990 to even more than \$2 billion in 2016. It has been revealed by research that more than 84% global consumers prefer to purchase socially or environmentally conscientious products and services. Thus, it can be accomplished that cause-related marketing provides an innovative marketing initiative that guarantees profit for all.



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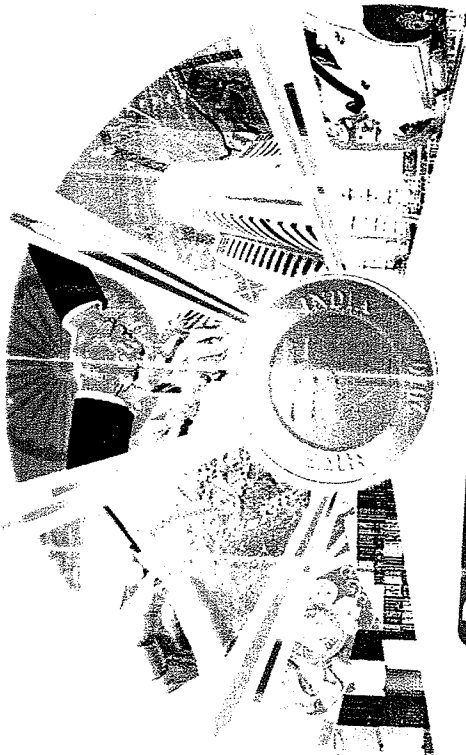
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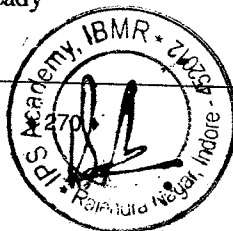
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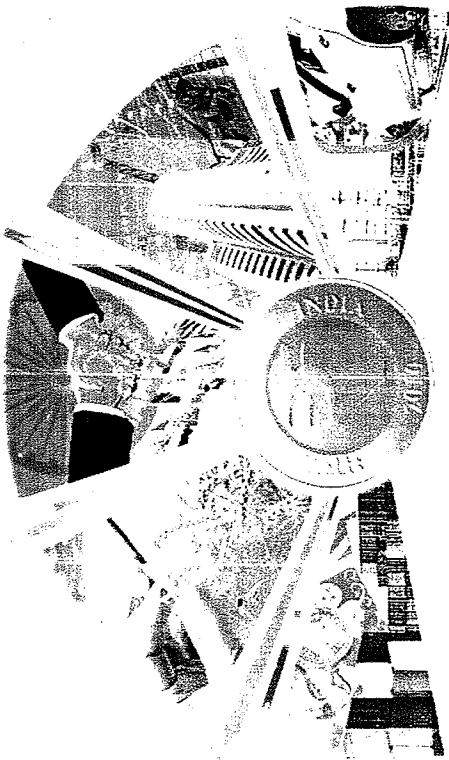
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Management of Stressed Assets: Comparative Study of Loan Portfolio of Indian PSU Banks and Private Banks

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1. INTRODUCTION

Banking system of a nation plays very crucial role in the overall economic development. It mobilizes savings into profit generating and productive assets. Banking sector provides various financial services which support the development by mobilizing financial resources from the surplus side to the needy units. Banks accept deposits and extend credit for economic growth. A sound and stable banking system significantly contributes in the development of the economy of a nation. It is an important financial intermediary through which facilities of payments and extension of credit take place. Banks primarily deal in lending activities through which credit is to be extended by the banks and financial institutions to the different sectors of the economy popularly known as priority sector and non-priority sectors. Lending always carries risk, when borrower of the loan is unable to fulfill repayment obligation the loan account turns as NPA. Also called stressed assets or bad loan.

Non performing asset is a serious cause of concern. It badly affects the profitability and operational efficiency of the banks. As per the guidelines provided by RBI, loan/advance is acknowledged as NPA if the installment or interest or principal remains unpaid for more than 90 days. NPA ceases to generate income for the banks. In order to fulfill the provisioning requirements the banks are bounded to keep aside prescribed amount which leads to reduction in the profit of the banks. When an account is classified as NPA account it requires administrative, legal and recovery costs which overall renders additional burden on the banks.

The bad loan also called stressed assets problem is associated with entire banking system of India but the extent of the problem is more significant in Public Sector Banks (PSU banks). The total Gross NPA PSU banks

was stood at 5608 billion Rupees as end of march 2016. On the other hand gross NPA of private banks as on march 2016 was found to be 538 billion rupees. The condition of PSU banks is more difficult in stressed assets management as compare to private banks.

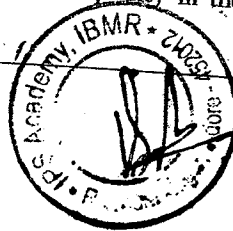
2. GROSS AND NET NPA

Gross NPA: Gross Non Performing assets are the total outstanding of all the borrowers classified as substandard, doubtful and loss asset. Gross NPA is an advance which is considered irrecoverable, for bank has made provisions, and which is still held in banks' books of account. Gross NPAs are the sum total of all loan assets that are classified as NPAs as per RBI Guidelines as on Balance Sheet date. Gross NPA reflects the quality of the loans made by banks. It consists of all the nonstandard assets like as sub-standard, doubtful, and loss assets. It can be calculated with the help of following ratio: $\text{Gross NPAs Ratio} = \frac{\text{Gross NPAs}}{\text{Gross Advances}}$.

Net NPA: Net Non Performing assets are computed by deducting the provisions from Gross Non Performing Assets. Net NPAs are calculated as; $\text{Gross NPA} - (\text{Balance in interest suspense account} + \text{claims received from DICGC/ECGC and pending for adjustment} + \text{Part payment received and kept in suspense account} + \text{Total provisions held})$.

3. LITERATURE REVIEW

Pooja Rana (2016) examined in her research titled "Analysis of Non-Performing Assets of Public Sector Banks in India" that a high level of NPAs shows high possibility of a huge number of credit defaults that impinge on the profitability and net-worth of banks and also obstructs the money of the banks consequently affects the liquidity in the economy. NPA Database of



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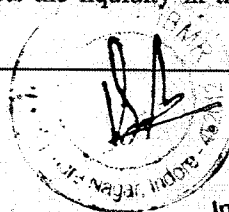
2. GROSS AND NET NPA

Gross NPA: Gross Non Performing assets are the total outstanding of all the borrowers classified as substandard, doubtful and loss asset. Gross NPA is an advance which is considered irrecoverable, for bank has made provisions, and which is still held in banks' books of account. Gross NPAs are the sum total of all loan assets that are classified as NPAs as per RBI Guidelines as on Balance Sheet date. Gross NPA reflects the quality of the loans made by banks. It consists of all the nonstandard assets like as sub-standard, doubtful, and loss assets. It can be calculated with the help of following ratio: $\text{Gross NPAs Ratio} = \frac{\text{Gross NPAs}}{\text{Gross Advances}}$.

Net NPA: Net Non Performing assets are computed by deducting the provisions from Gross Non Performing Assets. Net NPAs are calculated as: $\text{Gross NPA} - (\text{Balance in interest suspense account} + \text{claims received from DICGC/ECGC and pending for adjustment} + \text{Part payment received and kept in suspense account} + \text{Total provisions held})$.

3. LITERATURE REVIEW

Pooja Rana (2016) examined in her research titled "Analysis of Non-Performing Assets of Public Sector Banks in India" that a high level of NPAs shows high possibility of a huge number of credit defaults that impinge on the profitability and net-worth of banks and also obstructs the money of the banks consequently affects the liquidity in the economy. NPA Database of



A Study of impact of GST on Accounting Information reported under Ind AS.

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ABSTRACT

With the transition of India Inc. to the GST regime from 1st July, 2017 and Ind AS becoming the new accounting principles for many companies with effect from 1st April, 2016, it is important to study the implication of GST on Ind AS reporting. This paper discussed the various types of taxes under the new GST regime and studied the impact of GST on selected key accounting areas reported under Ind AS.

INTRODUCTION

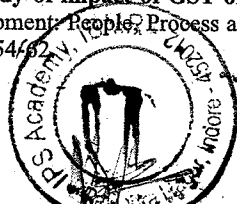
With effect from July 1st, 2017 GST or the much awaited Goods and Services Tax was implemented nationwide by the Government of India as single tax system to be applied on both goods and services. The GST is a unified and integrated tax regime for the whole nation thereby fulfilling its motto 'One Nation One Tax One Market'

It is major breakthrough in the Indian Tax Regime which eliminates the existing multiplicity of taxation by replacing all other indirect taxes such as VAT/ Sales Tax, Central Excise, Central Sales Tax, Service Tax, Entertainment Tax, Entry Tax and Octroi etc. by one single and comprehensive tax system i.e. Goods and Services Tax. There are three classification of GST i.e. CGST, SGST or IGST based on the nature of transaction whether it is Intra-State or Inter-State.

Further the GST is a consumption based tax, i.e. tax is received by the State in which the goods or services are consumed and not by the state in which such goods are manufactured.

In view of majority of Indirect taxes subsumed by one Single Tax i.e. GST, this tax reform impacts every business and that too the impact is not only restricted to taxation. It requires a complete revamping of an organization's business, finance, accounting and reporting structures.

Kshema Shrivastava & Dr. D.D.Bedia (2017), "A Study of impact of GST on Accounting Information reported under Ind AS." International Conference on Sustainable Development: People, Process and Practice organized by Chameli Devi Group of Institutions, Indore (M.P.), ISBN:9789384164980, pp:54/55



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CHANGING OR QUITTING?

Kiran Gehani and Anukool M. Hyde***

BEIL, the Indian business arm of UK based steel conversion and distribution business house, the Euro Ibm group was located in Pithampur (Indore), commercial capital of Madhya Pradesh. Through its multiple strategic business entities, the group offers end-to-end solutions in the Design, Development and Manufacture of automotive systems, assemblies, advanced composites, modules and components for Automotive original equipment manufacturer (OEM) and Engineering majors. BEIL leverages its capabilities in Metal Stamping, Fastening, Tubing, Forging, Fabrication and Aluminium Foundry businesses, coupled with its state-of-the-art Tool Room and R&D Centre, to service top-notch clients such as GM, Ford, Maruti Suzuki, Honda, Tata Motors, Renault-Nissan, TAFE, Piaggio and JCB.

BEIL's entry into the Indian automotive components market began in 1994 with a joint venture with India's one of the largest passenger car manufacturer, and since then had expanded to all automotive hubs in the country. The company's ability to offer complete lifecycle solutions backed by a global support system, technological superiority and customer orientation, made it a force to reckon with in its areas of expertise. The employee strength since then was counted in thousands for different units at different locations across India and BEIL India had reached to an employee count of 4000 direct and indirect employees across 30 world-class functional and upcoming facilities. BEIL was a major supplier of automotive OEMs and other Tier 1's as well as the aerospace and material handling industries globally. Its product range was extensive and diverse. Company gained top position in the current market, as it was certified with globally-recognized quality accreditations such as TS16949, ISO 14001, OHSAS 18001

and AS 9100.

A few of the Company's Philosophy and Value states: "It's a story of people, of values and of human effort". "There is no such thing as bad business; only bad management". "Find excitement in industry.....and in your own job in it". The Philosophy of the company seem to create a positive HR purview in the organization alongwith motivated staff but the internal structure of one of the plants located at Pithampur (Indore) got into real picture, when a HR Manager who was ruling his post last 10 years left the company and another HR manager joined in. The new HR Manager expected a well-defined organization structure and job design as BEIL was the brand name competing at International Level, but to his knowledge company's organization structure was not well defined and the hierarchy of positions was also not clear.

The new HR Manager, Kishan Tiwari was innovative and had great ideas to implement to develop a great work culture in the organization but the current work environment and the staff was habitual to old traditional methods of work and resisted to implement any new ways at work place. Thus Change Management seems to be difficult to be implemented.

As, Kishan was new to the organization and was not much aware about the prevalent practices at BEIL, Assistant Manager HR helped him to get well acquainted with work place and practices. Despite employee's effort of resisting change, kishan was firm to analyze and improve the organization environment. To his surprise Kishan observed that none of the employees were aware about their contribution to the achievement of goals of the organization. There was no proper Job design and hence employees

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did not realize significance of their jobs and did it as a routine work, as a result of which overall productivity was affected. Moreover employees were dissatisfied at work and could not find any innovative practice to enhance their skills and thus lacked sense of belongingness and felt that their worth in organization is missing and they were not valued. Although the company had well developed training budget and training charts of employees prepared in advance but the training programs were not that frequently conducted as it should have been and so the employees lacked in particular competencies that were the need of time. Even if the training program was conducted, the probability of trainings per year was 1:10.

Mr. Kishan also noticed that the operational work force did not had any union as the workers were outsourced from agent with third party pay system for their wages. The Company's Infrastructure seemed to be modish but when a new comer or guest comes to visit BEIL, there was no one sitting in Reception Area to guide the new entrant. Also their prevailed Open cabin system for staff except manager and there were no name plates outside the cabin to identify the designation of the employee whether he is a Sr. Manager or Business Head. Frequent chit-chatting followed whole day because of open

cabin system and everyone's work affected due to this.

Being a part of Compensation structure an employee and employer both spent Rs.400 p.m. for Mess facility and despite spending Rs.4.5lac/month as food expenses, employees were not satisfied with the food and its quality. HR Manager after analyzing all the facts thoroughly, tried his level best to bring about the measures to streamline all the processes and reduce employee dissatisfaction and bring the best out for all but his plans did not work because of increasing resistance and lack of faith from employee's side. To no doubt and after all his efforts put down, Kishan finally resigned within two months of his joining.

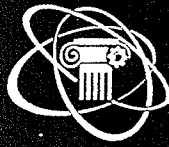
Kishan had a dream but it had gone with the wind. He only wished that BEIL could do better in coming future so that fruits can be seen. Kishan said "I can find a better place for myself but what will happen to BEIL?"

1. What are the problems in the case?
2. Do SWOT of the case.
3. What will be the implications of change management in the organisation?
4. What should be the change management strategy to be implemented in organization?



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MANAGEMENT EDUCATION AND EMPLOYABILITY: A CHALLENGE AHEAD

Dr. C.K. Goyal
Neelam Wadhvani

Abstract

Today, in this ever-changing world of technology, employability skills have become a basic requirement of success and sustainability for every individual. Management is there in each and every field of our life. The process of globalisation has woven the whole world into one thread and have lifted all the veils bifurcating the countries. Businesses today have become more and more competitive due to this globalization process. The world and its demands are changing every second and if we want to cope with this dynamic business world we should generate employability skills in our future managers. But, the biggest hurdle in our path to success is the gap between the demands of the industry and the output of business schools. The objective of the present paper is to study the employability skills required by a management graduates and the challenges faced by the institutes in the development of employability skills

Key Words: Management institutes, employability skills, holistic approach, globalization.

INTRODUCTION

Life is a school and man starts getting education from the day she is born. Education is a never ending process and is crucial for the social and economic well-being of any nation. It is through education that we can make our lives better, happy and secure. In the past two decades, the importance of education, especially management education has grown enormously. This is due to globalization. Today businesses are facing competition, not only from the businesses belonging to their country, but, also from across the whole world. To face this competition, industry needs people with the right skills and attitude. Thus, enhancing the importance and need of quality management education.

In present scenario management education is required to generate a holistic approach in their graduates. They should focus on the development of the survival skills, to face the global competition and the dynamism thus provided by this competition, in their managers. As far as quality of education and meeting of industry demand is considered only few top B-schools of India like IIMs, etc. has been successful. On the contrary, majority of the B-schools in our country are facing challenges like curriculum, lack of

qualified faculty, poor quality of content and not-so-effective examination system. This is a matter of serious concern with a country like India, since, despite being the world largest pool of human capital, we are unable to create the quality thus required. The solution to this problem will also help us to fight with the problems of unemployment and poverty prevailing in our country.

REVIEW OF LITERATURE

According to Subrahmanyam and Shekhar (2014), for the social and economic growth plus international development of India, good quality management education is an important concern. The present global scenario is pressurizing institutes to provide their students with global standard professional education so as, to create skilled people to face the challenges of present competitive world. They also suggest that the management education in India should be internationalized to meet the global demand of employable man power.

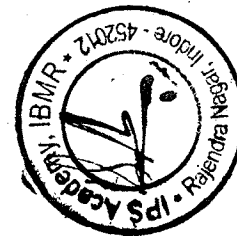
According to Dhar (2012), in present scenario students are more concerned on getting jobs with a better package and hence, are questing towards B-schools disserting traditional P.G. programs. They just want to increase their

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FRIDAY, MAY 13, 2016



Customer Co-creation: A New Dimension for Customer Engagement & Value Creation Process

Neha Sahu¹, Nidhi Jhavar²

^{1,2}Assistant Professor, IBMR, IPS Academy, Indore (M.P.)

Abstract: Co-creation is a recent model that has concentrated on what customer is looking for not on what a industry wants to produce. Cost effectiveness & rich interaction opportunities with the help of internet & social networking sites have provided a sustainable platform for customer co creation, value addition & overall success of a new product. The meaning of value creation and the process of value creation are rapidly shifting from a product and firm-centric view to personalized consumer experiences. In this digitalized era, delivering greater customer value has become an ongoing concern in building & sustaining competitive advantage by driving customer relationship management. The paper explores the basic concepts of customer co creation, how these co creations helps in building the relationship of customer & firms, use of social media for value addition activities & engagement of customer for product development process.

Keywords: Value Creation, Co-Creation, Satisfaction, Innovation, Customer Engagement, Digitalization, Social Media

1. INTRODUCTION

Prahalad and Ramaswamy, defined co-creation as "The joint creation of value by the company and the customer; allowing the customer to co-construct the service experience to suit their context" Information asymmetry between customer demand & firm's capabilities, customer empowerment & widespread application of digital technology are the major attributes for initialization of customer co creation term. Customers are seeking for more active role. Social networking sites, internet & digital literacy have become an interface between the company & its users. At a MacWorld conference in 2007, Sam Lucente, the legendary design and innovation guru at Hewlett-Packard, described his epiphany that designers can no longer design products alone, using their brilliance and magic. They are no longer in the business of product and service design, he stated; they are really in the business of customer co-creation.

The traditional perception where the value is created by a "producer" & "customer" was just the consumer. But in modern area of competition where differentiation is continuous process has replaced the concept of producer as value creator. More recently, this producer-consumer model has begun to be replaced by a model of co-creation of value, a model in which value is created through the joint activities of providers and customers but also the activities of others in the networks of these parties.

The purpose of the present research is to investigate different approaches of customer co creation, understanding the role of social media in value creation, co creation as tool for relationship management and a source for content development as well as to begin to explore the relationship between co-creative

approaches and outcomes. To accomplish these purposes, first we understand the basic concept of co creation, next is to understand and connect the co creation with the prospects of value creation and how social networks, internet & digital literacy pool themselves together for bridging the gap between firms potential & what customer is looking for.

2. LITERATURE REVIEW

The literature review is majorly deals in two parts:

- 1) Role of demographic variables in the co-creation process;
- 2) Understanding the co-creation process & its influence in shaping customer satisfaction.

According to the study named as 'Demography and design: Predictors of New product team performance

(Deborah Glandstein Ancona & David F. Cladwell, 1992)', Organizations are focusing on team work for new product development. This paper discusses on how team formulated & work divided among each member for product development. Employee works as a co-creator for this process. Demographic diversity of employees in term of the tenure they spent in the organization, culture & education level has an impact on product development process. The paper introduce the way how the uniqueness of the diversity can bring a constructive impact on product development. At present, the new product development is not restricting with team within the organization but a great contribution from the society who are the end consumer of that innovation.

In the literature 'Co-opting customer competence (C.K. Prahalad and Venkat Ramaswamy, 2000)' it is clearly pointed out that customer experience management should essentially incorporated with business models. Also, the paper discusses the evolution and transformation customers. Customers are shifted from passive participation to active participation in this digital age. They are more knowledgeable & show great interest in exchanging views about the products & their features.

In the McKinsey quarterly review (July, 2011), in the article 'How we see it: three senior executives on the future of marketing' it is revealed that today is an epoch of customer engagement. It is a hit and trial strategy where you connect with your customer, listen them & tries incorporating all valuable suggestions. Virgin Atlantic Airways CEO Steve Ridgway mentioned about how his company has been pushing the boundaries of collaborating with customers, while experiencing the pleasant surprise of a successful mass-media campaign. American Express CMO John Hayes discusses about few steps he has taken for customer co-creation that helped organization to stand apart from the existing competition. Duncan Watts, principal research scientist of the Human Social Dynamics group at

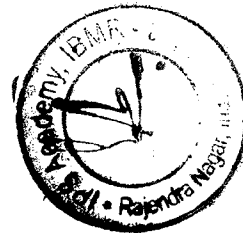
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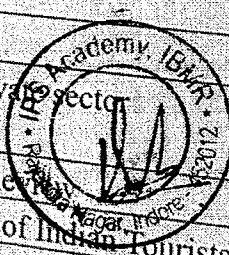
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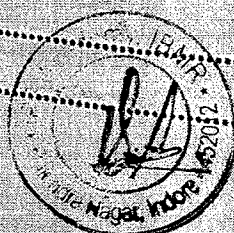
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Impact of Talent Management Practices on Employee Retention for Industry 4.0 with Reference to Banking Sector

Madhuri Gehi¹, Priyanka Yadav²

ABSTRACT

The focus of study is on industry 4.0, which brings paradigm transformation in connecting real and virtual world together. In adopting this change, industry faced lack of skilled level of work force as the skills which are important today will become obsolete in the future and the work force will be expected to possess new skills in the domain of information technology, data analytics, etc. Adoption of industry 4.0 give importance to cognitive abilities and system skills over physical abilities while defining core work-related skill sets and on the contrary bring the employee jobless as robotics and artificial intelligence replace the workforce. In the context of Industry 4.0 employees will have to gain new skills, the core qualification and skills imparted in the current technical and vocational education will still remain important and will have to be updated with the evolution of industry technology. The paper analyses the different talent management practices and its impact on employees' retention as well as brings mind-set change in employees to work for industry 4.0. The research study is primary in nature. The data was collected from 121 employees of banking sector in form of Google forms. Rating of all factors on scale follows Likert Measurement criteria with five responses ranging from 1-5 where one stands for strongly disagree and 5 stands for strongly agree. Regression was used for evaluation and findings of the study revealed that each of the parameter considered for the study had different impact on talent management practices and on employee retention.

Keywords: Employee Retention, Industry 4.0, Compensation, Training and Development.

INTRODUCTION

Knowledge + Connectivity = Industry 4.0

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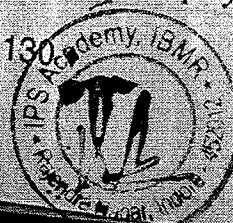
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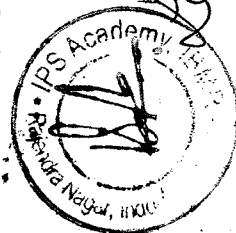



National Conference on
"Managing Change in Evolving Economic Scenario"
Management Development Institute (MDI), Gurugram, INDIA
In collaboration with
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(December 05-06, 2017)

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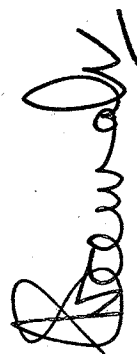
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Adoption of Government's Digital Initiatives**

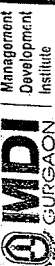



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Today, ASSOCHAM has emerged as the fountainhead of knowledge for Indian industry, which is all set to redefine the dynamics of growth and development in the technology driven cyber age of Knowledge Based Economy. ASSOCHAM is seen as a forceful, proactive, forward looking institution, equipping itself to meet the aspirations of corporate India in the new world of business. ASSOCHAM is working towards creating a conducive environment of India business, to compete globally. ASSOCHAM derives its strength from its Promoter Chambers and other Industry/Regional Chambers/Associations spread all over the country.

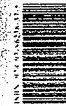
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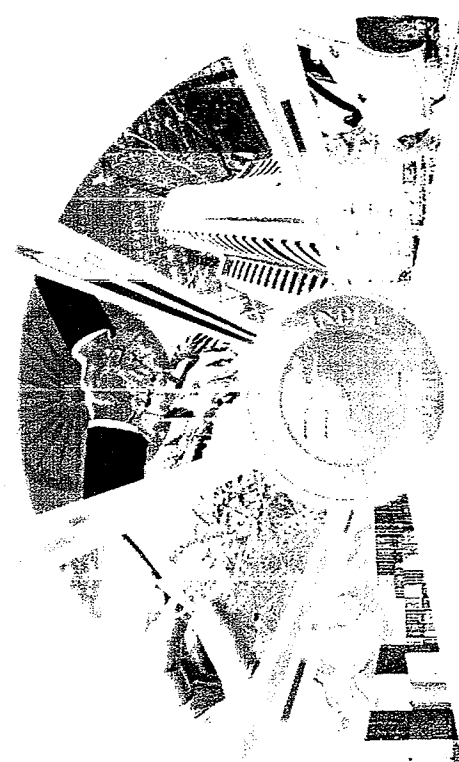
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Editors:

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Dr. Priyanka Vallabh

Management Development Institute (MDI), Gurugram

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e-Readiness and e-Governance: Citizens Prospective on Adoption of Government's Digital Initiatives

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Abstract

The objective of this study is to understand the initiative of e-Governance in India. Paper also examines the e-Readiness of citizens of Madhya Pradesh, an essential element for the success of e-Initiatives of Government of India. During the study several literatures have been studied that helped in understanding the concept of digital governance along with case study of "AADHAAR" project. Research tried to reflect the e-Governance initiatives taken by other developed and developing countries and also compared with Indian projects. The success of this initiative depends upon the acceptability of the citizens. Government throughout the world has become more apt to offer public information & services via online platform and this exercise of government initiative is known as e-Governance.

The appreciating finding of the study is users are participating actively on "AADHAAR" project and results of questionnaire shows the proactive input and acceptance of information and communication technology initiative of government even from the low income respondents enjoys the technological aid and government role in providing ICT infrastructure is also significant. Proper vocational training programs should be provided to the government employees and parallel to this e-learning training center for the citizens of the country in collaboration with public private partnership to promote the E-Governance not only to urban and rural parts but also to the hinterlands.

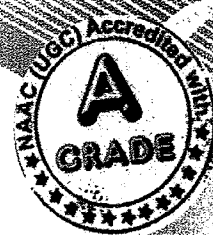
Key words: e-Governance, e-Readiness, technology, Aadhaar.



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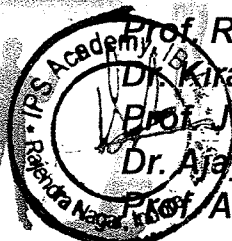
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Impact of Retention Strategies on Employee Performance and Engagement at ICICI and HDFC Bank, India

Surya Prakash Tripathi

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Abstract: Retention is the process of physically keeping employee members in an organization as it is one of the key fundamentals that are necessary for organizational success. In a globalized environment, retention and engagement of high prospective employees are a huge challenge to organizations especially in times of high turnover rates. In many cases, even engaged employees are sometimes dissatisfied with the outcomes of organizational performance which may lead them to look elsewhere. Due to these reasons, this theoretical paper investigates Impact of Retention Strategies on Employee Performance and Engagement. This paper argues the Retention Strategies that are crucially influencing employees Performance and Engagement are financial rewards, job characteristics, career development, recognition, management and work-life balance. Thus, organizations should formulate appropriate retention strategies in a holistic manner to reduce turnover rates, and these require a commitment from employers, but it will be well worth the investment in the long term.

1. INTRODUCTION

Employee retention is the ability of an organization to retain its employees. Effective employee retention is a systematic effort by employers to create and foster an environment that encourages current employees to remain employed by having policies and practices in place that address their diverse needs. A strong retention strategy becomes a powerful recruitment tool. Retention of key employees is critical to the long-term health and success of any organization. It is a known fact that retaining your best employees ensures customer satisfaction, increased product sales, satisfied colleagues and reporting staff, effective succession planning and deeply imbedded organizational knowledge and learning.

Employee retention matters as organizational issues such as training time and investment; lost knowledge; insecure employees and a costly candidate search are involved. Hence failing to retain a key employee is a costly proposition for an organization. Various estimates suggest that losing a middle manager in most organizations costs up to five times of his salary. Intelligent employers always realize the importance of retaining the best talent. Retaining talent has never been so important in the Indian scenario; however, things have changed in recent years. In prominent Indian metros at least, there is no dearth of opportunities for the best in the business, or even for the second or the third best. Retention of key

employees and treating attrition troubles has never been so important to companies.

In an intensely competitive environment, where HR managers are poaching from each other, organizations can either hold on to their employees tight or lose them to competition. For gone are the days, when employees would stick to an employer for years for want of a better choice. Now, opportunities abound.

It is a fact that, retention of key employees is critical to the long-term health and success of any organization. The performance of employees is often linked directly to quality work, customer satisfaction, and increased product sales and even to the image of a company. Whereas the same is often indirectly linked to, satisfied colleagues and reporting staff, effective succession planning and deeply embedded organizational knowledge and learning.

Employee retention matters, as, organizational issues such as training time and investment, costly candidate search etc., are involved. Hence, failing to retain a key employee is a costly proposition for any organization. Various estimates suggest that losing a middle manager in most organizations, translates to a loss of up to five times his salary. This might be worse for BPO companies where fresh talent is intensively trained and inducted and then further groomed to the successive stages. In this scenario, the loss of a middle manager can often prove dear.

Employee Retention Strategies helps organizations provide effective employee communication to improve commitment and enhance workforce support for key corporate initiatives.

The basic idea of retention strategies was given by Herzberg, known as the "Herzberg's Theory" that was about the Hygiene Factors and Motivators and idea became the foundation of retention of employees. According to Herzberg the hygiene factors are those if fulfilled remove dissatisfaction, these were basic needs and working conditions and the others were motivators if remained unsatisfied bring de-motivation to work, employee tend to lose interest in work and attempts to find other employment opportunities.



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EXHIBIT

ASSOCIATION initiated its endeavour of value creation for Indian industry in 1920. Operating in its fold more than 400 Chambers and Trade Associations, and serving more than 4,50,000 members from all over India, it has witnessed upswings as well as downturns in the life of Indian Economy, and contributed significantly by playing a catalytic role in the growth and development of Indian Commerce and industrial environment of the country.

emerged as the fountainhead of knowledge for Indian industry, which is all set to witness growth and development in the technology-driven cyber age of 'knowledge'. Based on its rich experience, ASSOCHAM has been growing up as a forward-looking institution equipping itself to meet the challenges of the new millennium. ASSOCHAM is working towards creating a new paradigm in Indian business, where the business associations spread all over the country are empowered to become the fountainhead of knowledge for Indian industry, which is all set to witness growth and development in the technology-driven cyber age of 'knowledge'. Based on its rich experience, ASSOCHAM has been growing up as a forward-looking institution equipping itself to meet the challenges of the new millennium. ASSOCHAM is working towards creating a new paradigm in Indian business, where the business associations spread all over the country are empowered to become the fountainhead of knowledge for Indian industry, which is all set to witness growth and development in the technology-driven cyber age of 'knowledge'.

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e-Readiness and e-Governance: Citizens Prospective on Adoption of Government's Digital Initiatives

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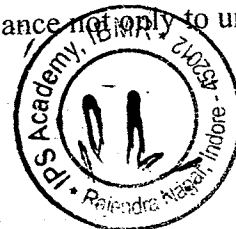
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Key words: e-Governance, e-Readiness, technology, Aadhaar.



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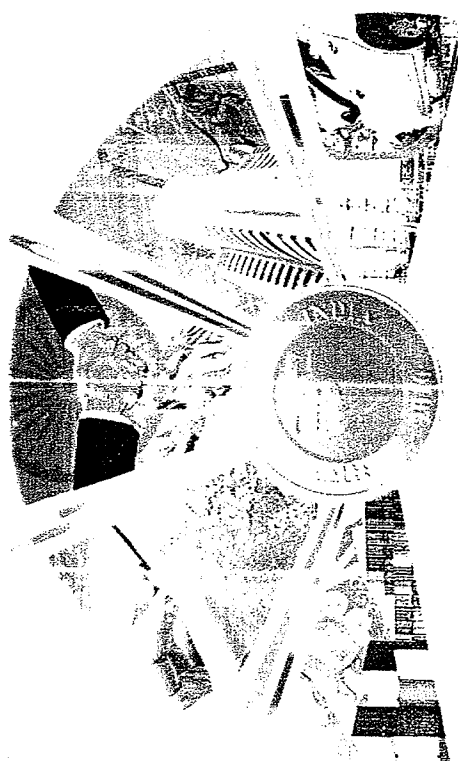


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An Economic growth of MSME: An Empirical study of Development programmes of MSME DI.

Heena Upadhyay*

Dr. Vivek Singh Kushwaha**

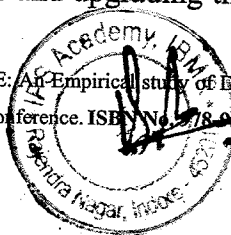
ABSTRACT

Economic development of any country is the outcome of the rise of entrepreneurial skills which leads to establishment and progress of enterprises. It is well known fact that the intensity of economic growth is the result of the degree of entrepreneurial skills and competencies depending on the resources, inputs and activities in the region. The allegory that entrepreneurs are born, has been discarded and it is now well recognized that the entrepreneurs can be created and nurtured through appropriate intervention in the form of entrepreneurship development programmes. Keeping this in mind government of India is running various skill development programmes for MSMEs' across the nation and justified itself in the form of massive industrialization and substantial employment generation in country by the micro, small and medium sector. This study through the extensive literature survey and applying statistical tools like paired t test on the data collected from 197 trainees elaborates the fact that training plays a vital role in the establishment and development of MSMEs'.

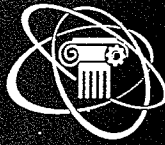
Key Words: *MSME, Economic Development, Skill Development Programme, Entrepreneur.*

INTRODUCTION

The Micro, Small and Medium Enterprises (MSMEs) sector has emerged as a highly vibrant and dynamic sector of the Indian economy over the last five decades. MSMEs not only play crucial role in providing large employment opportunities at comparatively lower capital cost than large industries but also help in industrialization of rural & backward areas, thereby, reducing regional imbalances, ensuring more reasonable allocation of national income and wealth. MSMEs are corresponding to large industries as ancillary units and contribute enormously to the socio-economic development of the country. The Ministry of Micro, Small and Medium Enterprises (M/o MSME) promotes the development of micro and small enterprises in the country with the objective of creating self-employment opportunities and upgrading the relevant skills of existing



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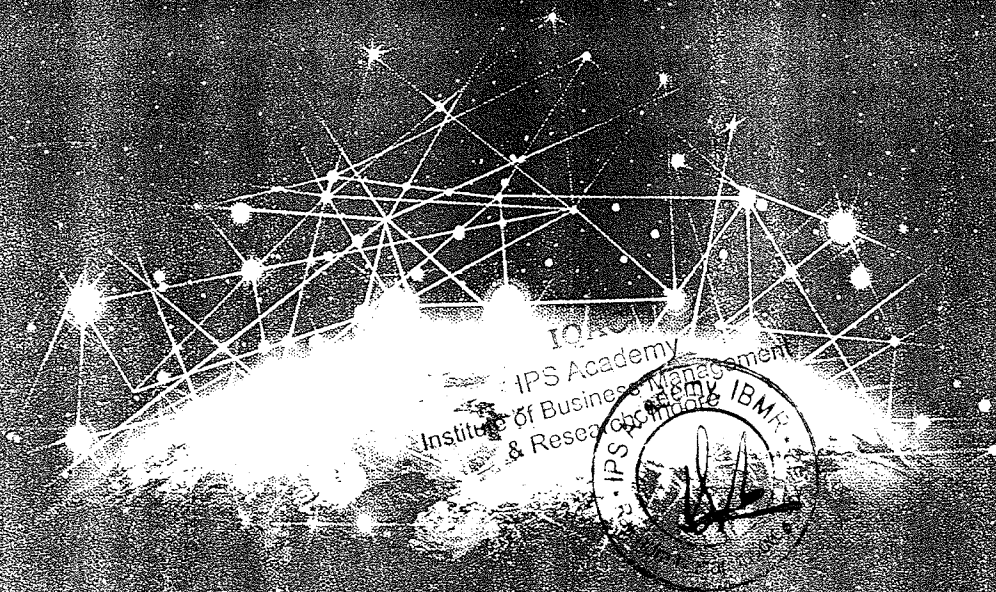
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MANAGEMENT EDUCATION AND EMPLOYABILITY: A CHALLENGE AHEAD

Dr. C.K. Goyal
Neelam Wadhvani

Abstract

Today, in this ever-changing world of technology, employability skills have become a basic requirement of success and sustainability for every individual. Management is there in each and every field of our life. The process of globalisation has woven the whole world into one thread and have lifted all the veils bifurcating the countries. Businesses today have become more and more competitive due to this globalization process. The world and its demands are changing every second and if we want to cope with this dynamic business world we should generate employability skills in our future managers. But, the biggest hurdle in our path to success is the gap between the demands of the industry and the output of business schools. The objective of the present paper is to study the employability skills required by a management graduates and the challenges faced by the institutes in the development of employability skills.

Key Words: Management institutes, employability skills, holistic approach, globalization.

INTRODUCTION

Life is a school and man starts getting education from the day she is born. Education is a never ending process and is crucial for the social and economic well-being of any nation. It is through education that we can make our lives better, happy and secure. In the past two decades, the importance of education, especially management education has grown enormously. This is due to globalization. Today businesses are facing competition, not only from the businesses belonging to their country, but, also from across the whole world. To face this competition, industry needs people with the right skills and attitude. Thus, enhancing the importance and need of quality management education.

In present scenario management education is required to generate a holistic approach in their graduates. They should focus on the development of the survival skills, to face the global competition and the dynamism thus provided by this competition, in their managers. As far as quality of education and meeting of industry demand is considered only few top B-schools of India like IIMs, etc. has been successful. On the contrary, majority of the B-schools in our country are facing challenges like curriculum, lack of

qualified faculty, poor quality of content and not-so-effective examination system. This is a matter of serious concern with a country like India, since, despite being the world largest pool of human capital, we are unable to create the quality thus required. The solution to this problem will also help us to fight with the problems of unemployment and poverty prevailing in our country.

REVIEW OF LITERATURE

According to Subrahmanyam and Shekhar (2014), for the social and economic growth plus international development of India, good quality management education is an important concern. The present global scenario is pressurizing institutes to provide their students with global standard professional education so as, to create skilled people to face the challenges of present competitive world. They also suggest that the management education in India should be internationalized to meet the global demand of employable manpower.

According to [Name], (2012), in present scenario students are more concerned on getting jobs with a hefty package and hence are questing towards B-schools dismissing traditional P.G. programs as M.Sc., M.Com., etc. They just want to increase their

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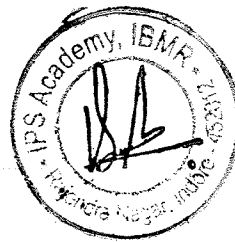
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INDIAN HIGHER EDUCATION SYSTEM ISSUES AND CHALLENGES

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मुद्दे एवं चुनौतियाँ

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factor that may affect E-Marketing behavior of students. Perceived risk indicates the lack of trust among students and many other reasons like that of chance of being cheated, inferior quality of products, non returnable policy etc.

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A Study on Employability of Technical Graduates in Madhya Pradesh, India

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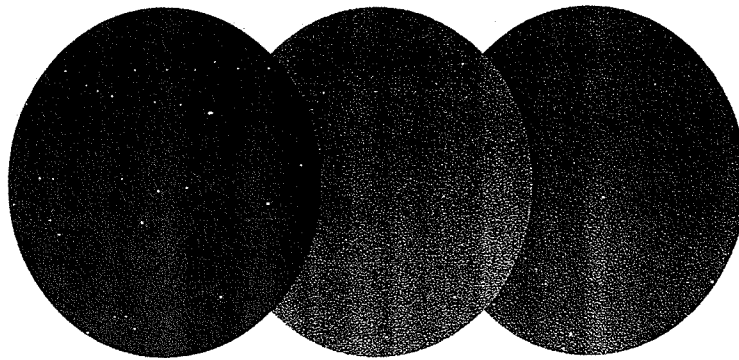
Dr. Piyush Pandya
 Educational Director
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 Vikram University, Ujjain

Abstract

Globalization has changed the employability demand at the global level. This has increased the need for graduates that can cope with this changing demand. Employers today are in the search for ready to be placed employees rather than amateur people who need basic training. Hence, there exists a need to enhance the quality of Indian technical education to become globally recognizable and competitive. This paper focuses on studying the present scenario of technical education in India and identifying the gap that exists between the expectations of the employer and the actual level of employability skills possessed by the technical graduates in Madhya Pradesh, India. The analysis was done with the help of Cronbach's alpha test, mean and standard deviation etc. The results show a huge gap between the actual and expected values of employability skills of Indian technical graduates. A major recommendation was the inclusion of research, practical learning, creating self-awareness and involvement of parents in career planning of their wards.



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A Study of Executives' Perceptions towards Employability Skills of Management Graduates

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DAVV, Indore

** Professor and Head

IPS Academy, Institute of Business Management and Research, DAVV
Indore

Abstract

With the increasing expectations of employers, enhancing the quality of Indian HEIs has become a major concern today. There has been an increase in demand of employees who are multi-tasking and who can match the international standards. For this, students are supposed to be provided with world class education. Apart from few premier Institutes the quality of education provided to the management students is not up to the international standards and hence, the study was conducted to study the executives' perceptions towards employability skills of management graduates in India, and also, the challenges faced by educational institutes in providing quality education to their students. A sample of 60 executives from Madhya Pradesh was studied and analysis leads us to the conclusion that there exists a huge gap in the industry demand and graduate skill. Employers feel an urgent need in increase in the quality of education provided by Indian management institutes and a major recommendation was industry exposure, action-oriented learning, commercial awareness and inclusion of industry-based research in curriculum to attain this goal.

Keywords: Higher Educational Institutes, ICT, research, employability skills, management education, quality education, globalization.

Introduction

To sustain in this knowledge-driven era, it has become a necessity for Indian companies to focus on enhancing their competitiveness to global level. They need executives with broader perspectives,



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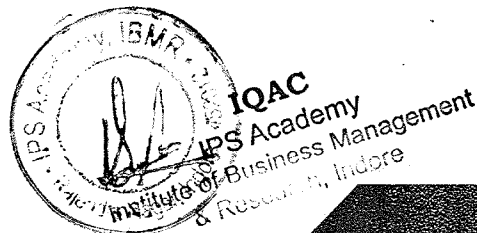
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Innovations in Science, Technology and Management Challenges and Opportunities

Editors

**Upinder Dhar
Santosh Dhar
Anand Rajavat**



**Shri Vaishnav Vidyapeeth Vishwavidyalaya
Indore, Madhya Pradesh**

A Study of Employer's Expectation of Employability Skills from Engineering Graduates

Neelam Wadhwani and C.K. Goyal

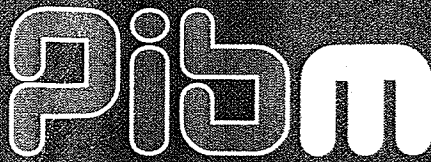
Abstract—*In the era of Globalization, knowledge, skills and values play a very important role. And hence, employability skills have become a buzz-word in this dynamic business world. It is the central force around which the present business rotates. Gap between the expectations of the employer and the actual level of skills present in fresh engineering graduates has become a matter of concern for every educational institute. Educational institutes and universities are working hard towards the development of employability skills in their graduates. This paper is an attempt to investigate the expectations of employer with respect to employability skills present in fresh engineering graduates hired for the jobs in their respective organizations. For this study a questionnaire was prepared and Cronbach's alpha test was used to check the reliability of the Questionnaire. Data was analysed with the help of mean and standard deviation. One of the major finding of the paper is that the expectation of employer with respect to team work, customer and commercial awareness, technical know-how and self-management skills is high as compared to problem solving skills, communication skills and high-order thinking skills that are moderate. One of the major recommendation was to work on the development of communication skills, awareness about ground reality of business world and development of positive attitude and behaviour among engineering graduates.*

Keywords: Employability Skills, Employer Expectation, Engineering Graduates and Engineering Institutes

1. Introduction

To increase organizational value and productivity, in today's highly technical and knowledge-oriented world, a professional candidate is required (Busse, 1992). Business's today have shifted from traditional engineering jobs of production-orientation to modern engineering tasks of service-orientation (Hillage and Pollard, 1998). Graduates of present generations faces quite different employment challenges than ever. Mere having a degree isn't enough to secure a good job, employability skills are also required for it (Khatoon, Venkatraman and Dhruva, 2013). Fresh graduates are required to adjust according to the workforce demands and the new business environment to face the global competition. Employability skills and traits imparted during higher education is the crucial element that help graduates to meet those demands. For attaining success in the workplace, Higher educational institutes should equip graduates with the skills required (Robinson and Garton 2008). A nation will become weak without a capable and eminent human capital that can take initiatives and present new perspectives. A qualitative educational process is required to nurture the required skills in the graduates. A proper planning and a careful design is vital requirement to inculcate such skills in them. Educational institutes play a vital role in generating such knowledge, skills and capabilities in them.

At one hand, employers are satisfied with the understanding and disciplinary skills among graduates, they are not much satisfied with the generic skills like communication skills, self-management skills and team-work, for which they are having a high expectation from their prospective employee. Finding a most suitable candidate and providing them with necessary training are the two greatest concerns of employers today. A huge gap of skills is the real concern of recruiters today, since they are looking for a job-ready, competent candidate requiring no or very less training. Despite its importance, there is relatively little research done on the employability skills and employers expectations from fresh engineering students. That is the reason which calls for research in this field.



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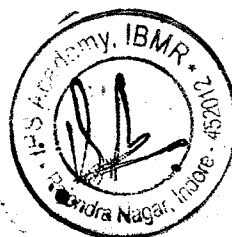


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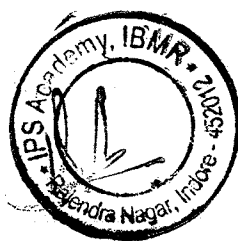


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AN EMPIRICAL STUDY ON IMPACT OF EMOTIONAL AND SOCIAL INTELLIGENCE ON EMPLOYEES OF BANKING SECTOR

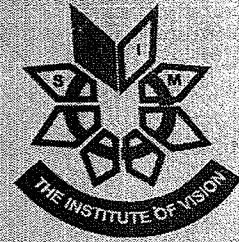
Dr. Mansi Kukreja, Associate Professor, IBMR, IPS Academy
mansikuareja@ipsacademy.org

Introduction:

This research paper aims at investigating the impact of emotional and social intelligence on employees of banking sector. The banking framework plays an important role in today's society. The bankers have to manage the public wisely with their social and emotional intelligence. To negotiate with complex social environment it requires proper interpersonal intelligenc skills. Some bankers are very adept at observation and memorization and they basically connect their mentality with theories of others mind .Bankers basically require continuous opportunities for interpersonal experiences in order to develop keen inter personal psychology. The aim of present study is to focus on the framework for the concept of emotional and social intelligence in and its outcomes as one's ability to fulfill the objective of the banking organization. Emotional and social intelligence is the basis to frame human relation and social skills. Social intelligence as one of the new areas in psychology, in the recent decades, owing to its appealing and widespread aspects has attracted the attention of psychologists, and psychiatrists, as well as other experts in various fields such as organization and management. Social intelligence is a complete term that embraces an extensive variety of skills and special personality and typically refers to those interpersonal and intrapersonal skills that exceed definite areas of the preceding information such as intellect and technological or expert skills.

Social intelligence also shows the ability of the bankers to select an appropriate response for different type of customer and to mould their behavior accordingly Meanwhile, people who haven't developed their social intelligence skills cannot connect effectively. Those bankers who are socially intelligent provide a good banking environment with superior social problem-solving abilities,





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A Study of Idealized Attributed Influence & Inspirational Motivation of Leaders in B Schools

Kiran Gehani Hasija¹, Dr. Anukool M. Hyde²,
Dr. Vivek S. Kushwaha³

¹Assistant Professor, IPS Academy, IBMR Indore, India

²Professor, PIMR, Indore, India

³Director, IPS Academy, IBMR, Indore, India

ABSTRACT

The aim of this study is to determine correlation between two components of Transformational Leadership namely Idealized Attributed Influence & Inspirational motivation of Leader in B Schools of M.P. Multifactor Leadership Questionnaire is used to collect data from Teaching Staff (Faculties) of B Schools of M.P. Correlation analysis is used to test hypothesis. The study revealed, Idealized Attributed Influence is positively and significantly correlated to Inspirational motivation of a leader with value of $r = .700$, which signifies high degree of correlation between two components of transformational Leadership. Also to justify the study a Survey done on 168 spanish organizations concluded that an institutes performance was directly influenced by a transformational Leader in terms of fostering innovation & thereby improving organizational learning (Garcia-Morales et al., 2012). Although there is lack of significant empirical research on these two components of transformational leadership in education sector but this research endeavour led to conclusion that a transformational leader possesses both qualities of being an inspirational leader and practicing Idealized attributed Influence that enables his success at work place thereby contributing to improved work performance and achievement of B- school goals. This also complies with some empirical studies stating "some components of transactional leadership style can foster organization learning but improving leadership performance depends on frequency of increase in transformational leadership behavior. Organizations that are easy, able, and willing to change are more transformational than transactional in terms of the new paradigm of leadership" (Bass, B. M., 2000)

INTRODUCTION

With the growing trend of hiring a management trainee for any field job in market, there is increase in demand of good management institutions across the globe. When one talks about the quality of education imparted at these institutes, one pays attention not just to the tag of successful entrepreneurs associated with it or just the big brand names that have been visiting the institutes for campus placement but also to the faculty, the Leader and his Leading principles that gains name and fame to a B School.

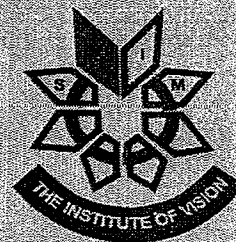
Leaders have the charisma to mentor their employees in a way that ensures; good values, a right definition of quality work and holistic development at each step. And so is transformed down the line, as a Leader Motivates his staff and the staff mentors students and groom them to perform better in their jobs. As is rightly said by Drucker (2007) organisations succeed, if the employees are committed towards organisational goal and satisfied with their job. A Leader can contribute to higher performance by enabling employees to defy their value system, advance their individual performance and be able to encourage creativity and innovation.

LEADER AND LEADERSHIP

It takes great effort to be a Leader, as a Leader shares his vision and creativity using his power and influence to achieve tasks with the help of others (Schnake, 1987). Good Leaders are not born but made. Being Leader is as difficult as simple it seems and so a Leader must possess unique set of skills and capabilities. Good leaders work upon a continuous process of improving one's self by self-study, education, training, and experience (Jago, 1982). A Leader not only builds team spirit but promotes enthusiasm that inspires the employees to deal with challenges at work place. He motivates the followers to create a optimistic vision to future and be ready to achieve it. Comes (2014) Leadership is a process where individuals follow an influence called Leader to achieve common objective. A Leader not only encourages his team to achieve goals but also provides them with coherence and rationality in achieving organisation goals. Northouse (2007)



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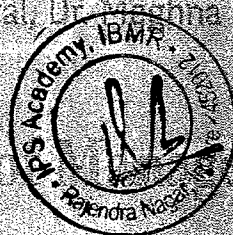
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A Study of Idealized Attributed Influence & Inspirational Motivation of Leaders in B Schools

Kiran Gehani Hasija¹, Dr. Anukool M. Hyde²,
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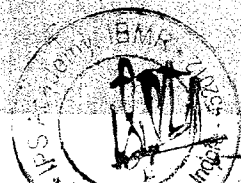
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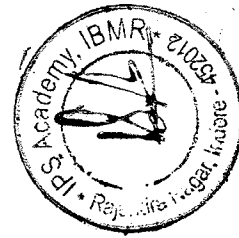
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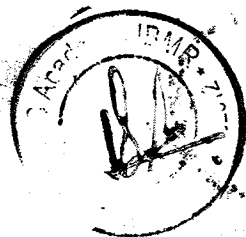
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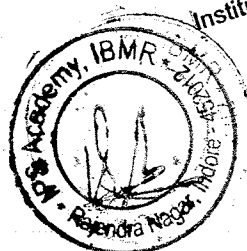
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Investment Portfolio Recitals of Private Sector Non-Life Insurers

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Abstract

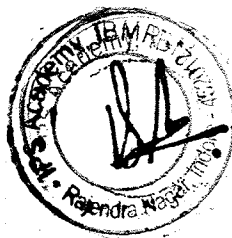
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Keywords: Investment Portfolio, General Insurance, IRDAI, Solvency, Insurance Industry.

Introduction

Background

The 'General Insurance Business Act' 1972 introduced new hopes for insurance industry especially the 'general insurance' covering the whole country with variety of insurance product. Initially, the sector was started



Volume 1

An Anthology of Multi-Functional Perspectives in Business and Management Research

Editors

Dr. Ravi Kumar Jain
Dr. Shyamsundar Chitta
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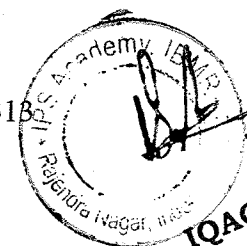
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Investment Portfolio Recitals of Private Sector Non-Life Insurers

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The emergence of insurance sector and its opened window for private players has brought new avenues of business growth and expansion to many private players. As the fastest emerging economy in the world, the Indian economy represents the huge possibilities in insurance sector. The deregulation of insurance sector was a progressive initiative of GOI to give Indian insurance industry a new horizon. Despite such glorious discussion various general insurance firms are struggling and facing conservative financial performance. Considering it, the current study focuses on evaluating 'Investment Portfolio Performances' of four private general insurance firms viz. Bajaj Allianz General Insurance, ICICI Lombard, HDFC ERGO and IFFCO TOKIO and its impact on firms' solvency position. Linear regression model is applied to estimate the impact using time period of 10 years from 2010-11 to 2019-2020. Findings suggested that, private general insurance firms needs to concentrate on some specific key investment variables for making their investment portfolio efficient and performing to protect solvency.

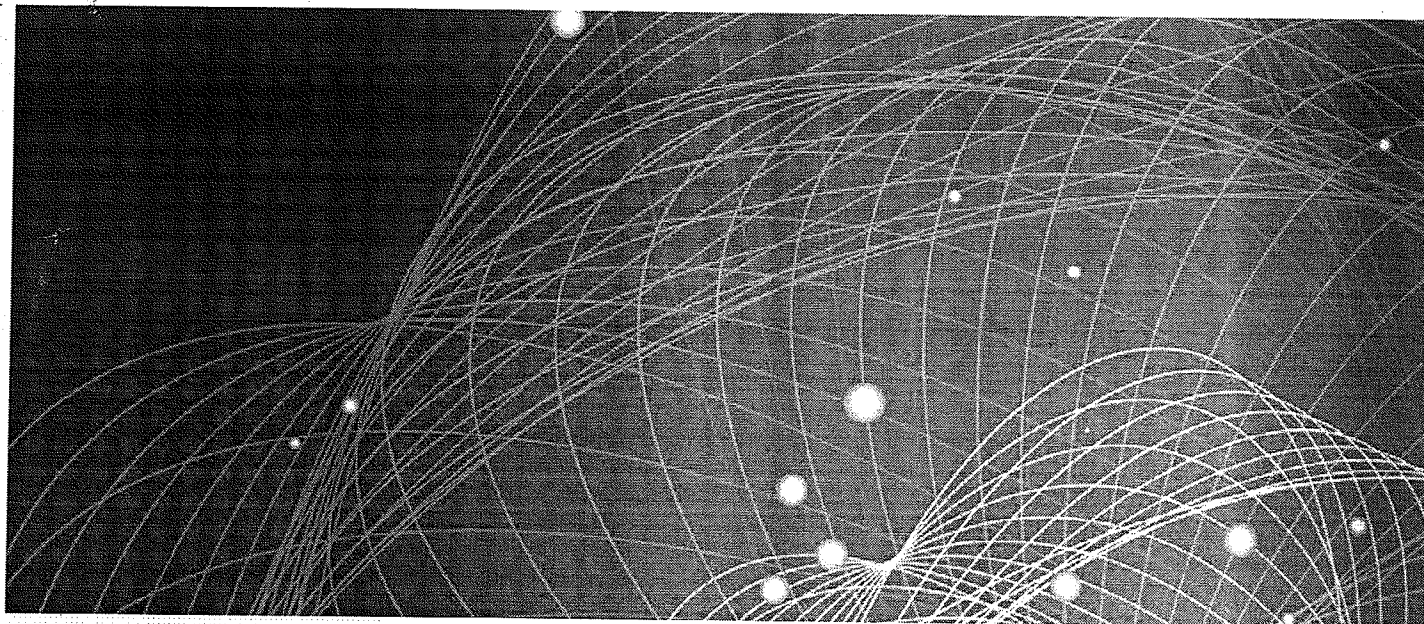
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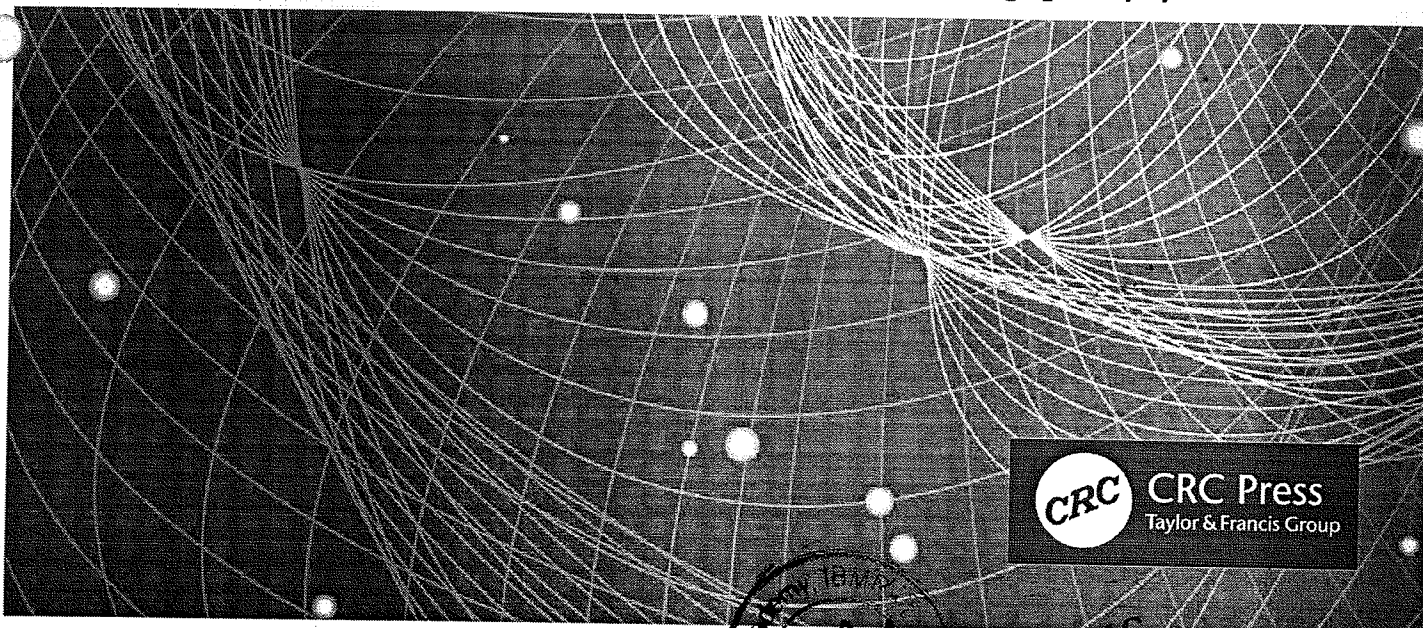
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Chapter 13

Assessment of Academic Performance through SQC: An Application of Control Charts

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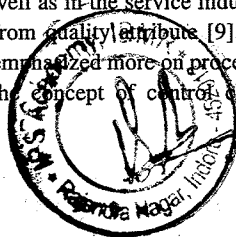
Abstract—The key output of a quality focused education system is well qualified and knowledgeable students. It is the most important function of a quality intensive education system to continuously assess and improve the student's academic and overall performance. Quality means degree of excellence or fitness for use. Total Quality Management practices particularly Statistical Quality Control (SQC) is used for the systematic reduction in the variation in quality of a product/services. Education institutions have also executed TQM practices in order to improve the grading system for assessment of the performance of students. This study applies SQC in assessing the academic performance of the students. Systematic application of control charts is indeed helpful to identify the areas considered for assessment/evaluation of student's academic performance which needs development and improvement. This SQC based approach may allow the faculty/mentors/teachers/instructors to assess the performance of the student more objectively so that appropriate measures can be initiated by the education institution to improve the level of academic performance of the student in accordance with educational standards. In addition, it allows and fosters delivering quality education. An attempt has been made in the present study to assess and compare student's academic performance with control charts. Study also compares the academic performance of the students in theoretical and practical subjects. With systematic application of SQC in the assessment process, academic performance of students

found better in theoretical subjects comparatively and it has been recommended that that improvement is required in the numerical based subjects.

Keywords—Quality Education, Control Charts, Assessment, Academic Performance, Statistical Quality Control

I. INTRODUCTION

"Quality is not an act it's a habit" quoted by Aristotle. Quality can be defined as the excellence of product or services which meets the customer specifications. It is the degree at which products gratify the requirements of customers at the start of products life (ISO 19000). Organizations emphasis on quality of products and adopt different methodologies to achieve a desired level of quality. Quality is the main focus point for getting desired results. Dr. Walter A. Shewhart of Bell Telephone Laboratories, called father of quality control first introduced the concept of Statistical Quality Control in 1920 to achieve the desired level of quality. It is the basic concept which does not only help to improve the quality but also helps to achieve the desired output. SQC is the technique which uses apt statistical tools to ensure the quality in production as well as in the service industry by minimizing the variations from quality attributes [9]. Dr. Shewhart was the first who emphasized more on process than product and so introduced the concept of control charts in 1924 (Shewhart, 1931).



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