

Brief abstracts [with topic, scholar name and year of award]

[1]

MAINSTREAMING TRIBAL THROUGH FINANCIAL LITERACY: WITH SPECIAL REFERENCE TO KORAPUT DISTRICT OF ODISHA

By: Ajaya Kumar Nanda (2019)

ABSTRACT

The state of Odisha has witnessed highest concentration of tribal population in comparison with general population. The traditional livelihood of tribal people mainly depends on the agricultural and forest products. But the patterns of land and forest resources are not very supportive any more to maintain the livelihood. This along with backwardness of the area has forced the tribal to remain aloof from the mainstream growth path. They live as isolated entities for centuries. As a consequence of that they have lagged far behind the changing pattern of socio-economic progress. Fundamental rights like healthcare, education and employment opportunities have remained out of their reach. The constitutional assurance of protection has, by and large, failed to improve their lot appreciably. The combined effect has forced them to choose a way of life of their own. The Fifth Schedule of the Constitution presents for administration and control of Scheduled Areas and Scheduled Tribes and gives powers to the Governors to make regulations for the peace and good governance of the Scheduled Areas. Similarly, the Sixth Schedule also includes specific provisions for the administration of tribal areas in the States of Assam, Meghalaya, Tripura and Mizoram. Deriving force from these enabling provisions in the Constitution aimed at ensuring social, economic, and political equity, several specific legislations have been enacted by the Central and the State Governments for the welfare and protection of STs and their tribal domain. The concept of development on the basis of geographical units which are also administrative units came with the creation of 43 Tribal Blocks in 1953. The Tribal Sub-Plan (TSP) concept was introduced in 1974 during the Fifth Five Year Plan to provide for financial allocations in proportion to the population of STs in the annual plans the Central and State level. A large number of schemes and programmes were implemented by Governmental/Non-Governmental agencies, covering almost all aspects of tribal life have been in operation. Focus was given to improve the socio economic standard benefit of the tribal as well. Creation of education infrastructure, healthcare facilities and employment generation are the three areas where most of the state governments are working on. Employment is one area which needs a different approach. Creation of employment opportunity is one area which may be able to reduce the rate of migration from the tribal areas.. But this is not an easy job. The traditional education system should be transformed into a skilled based education system where emphasis must be given to vocational courses. Depending more on traditional employment opportunities will not be able to solve the purpose as it has already failed to improve the economic conditions of the tribal. Access to finance is an important pre – condition for any kind of business opportunities. Access to finance may be required for

personal purposes or it may have some productive purposes. Most of the traditional sources of finance are not enough to meet the requirement. There is a need for intervention of formal financial institutions which helps to reduce the burden of interest. Various models are implemented for this purposes and among them financial inclusion model is the best. The model helps to cater to the poorest section of the society. Financial inclusion is conceptually good but its implementation is tough. Adoption of IT enabled services make the process complicated. There is a basic flaw in the system. Any technology-related model can only be adopted if the required infrastructure is already in place. Most of the target audience does not have the idea to adopt the technology and this is a major hindrance in of implementing the scheme. Overall, the model is surely beneficial to uplift the conditions of the poor tribals but before that it needs massive investments to develop the infrastructure. The required infrastructure will be able to create sufficient job opportunities as well as adaptability of new system. These two areas should be linked during the timeline failing which it may not become successful.

[2]

A COMPARATIVE STUDY ON SERVICES PROVIDED BY HEALTH INSURANCE COMPANIES IN INDIA

By: Amarendra Pattnaik (2019)

ABSTRACT

India is world's third largest economy in terms of its Gross National Income (in PPP terms) and has the potential to grow larger and more equitably, and to emerge to be counted as one of the developed nations of the world. India today possesses as never before, a sophisticated arsenal of interventions, technologies and knowledge required for providing health care to her people. On the face of it, much of the ill health, disease, premature death, and suffering we see on such a large scale are needless, given the availability of effective and affordable interventions for prevention and treatment. Health Insurance is an insurance against the vagaries of unforeseen health expenses. The insurer pays the medical and surgical expenses that are incurred by the insured. Health Insurance can either reimburse the Insured for expenses incurred from illness or injury or pay the care provider directly Health Insurance has been an integral part of Govt's health policy. There is a large segment of people who are below poverty line and can't really afford the healthcare cost for tertiary service. Govt. provides primary healthcare through the PHCs, District Hospitals, Medical Colleges and Research centres. In this context Health Insurance is a great succour and can be used to finance healthcare cost. Necessary action to promote Health Insurance can be made only after we get to know the level of satisfaction of customers who have taken the service and what is their opinion/feedback on such service. The objectives of the study is to Understand if customers are generally aware about the terms and conditions of Health Insurance, find out the primary reasons for which customers buy Health Insurance, measure the level of satisfaction of Health Insurance customers. The three key variables that can increase Health

Insurance Market penetration are Awareness about Health Insurance products available in the market, Increased Satisfaction of Insured customers and Spread of positive word of mouth about the utility and essentiality of Health Insurance by the Insured customers and other stake holders among the people who are yet to take Health Insurance. Other stake holders include Insurance companies, TPAs, IRDAI, Consumer Forums, Healthcare providers etc. Higher Market penetration will lead to lower Out of Pocket (OOP) expenses for Insurance beneficiaries and Lower Incurred Ratio (ICR) for the Insurance Companies. This is a descriptive and analytical research which will delve into three broad areas of Health Insurance namely Awareness, Satisfaction and Advocacy. Quantitative Research method will be followed for data collection and any data analysis. Percentage table/cross tables, Standard Deviation, Chi Square and Two-way Anova was used for data analysis and test of significance. Based on the literature review, the following variables have been considered for the research. 1. Demographic: Gender, Age, Income, Education, and Type of Employment 2. Psychographic: Awareness, Value for Money, Affordability, and Satisfaction. 3. Behavioural: Advocacy and Opinion. Quantitative Research method will be used to collect data and analyse data. A combination of Questionnaire and Interview Schedule will be used to collect data from 400 respondents who have taken either Public or Private health insurance coverage. Many of the respondents, particularly those in BPL segment, may not be literate enough to completely understand the questionnaire and fill them. The sample size is 400 and snowball sampling is used for this survey. The major findings from this research work are: That the beneficiaries who have taken State sponsored Health Insurance are more satisfied, than those who have taken Private Commercial Health Insurance) Insured people are generally aware about the terms and conditions of the Health Insurance Majority of the Insured people, who have been hospitalized and have availed of health insurance at least once, opined that they found the process either very easy or easy. In this research, the respondents are residents of two urban cities. The outlook of people in semi-urban and urban areas may be different. There is abundant scope to look at the response of people in rural areas as well. The researcher concluded that the Insurance Company has to fine tune their business operation by availing economy of scale. Employing for sales staffs, partnering with more corporate agents and more visible online presence can increase the volume of customer acquisition. It is noticed that people in the higher income bracket buy Health Insurance to save tax and consider financial protection as a secondary benefit. The primary reason for which one buys Health Insurance should be to hedge oneself and the family from unforeseen hospitalization and healthcare cost. Income tax benefits should be incidental and should not be the major driven for buying Health Insurance. The reason for this is that people are reminded about their tax liabilities and to reduce that they are more likely to buy Health Insurance during Jan-Mar than in other three quarters of the year. In terms of public policy, the government must embark on full universalization of health care, make it a fundamental right of every citizen and his eligible family members to harness reasonable healthcare at affordable cost. As Jeffrey Sachs aptly observes "Our greatest illusion is that a healthy society can be organized by mindless pursuit of wealth".

[3]
**OUTBOUND TRAINING AND ITS EFFECT
ON EMPLOYEE PERFORMANCE**

By: Anamika (2017)

ABSTRACT

In a globally competitive space, employers are looking for talent with improved capabilities, knowledge and skills for a competitive advantage. Organizations are constantly working on building capability across the world. As per research findings, capability building is one of the top-three priorities in most of the organizations. It is more significant for organizations operating in parts of Asia, particularly in India and China (McKinsey, 2015). Skills, abilities and knowledge of the employees need constant improvement and to perform on the job necessitates operational training programs. Organizations invest in developing new skills, and do a long term planning to enable their employees to remain productive in the dynamic economic conditions. This helps the employees to improve their performance on the job and remain committed to the organization.

This research work details the adventure learning process with particular reference to Outbound Training. OT is referred by names such as, Corporate Adventure Training and Outdoor Management Development, Outbound Management Programs, Outdoor-based training, adventure based training, adventure based learning, adventure education, adventure counselling, outdoor adventure learning, outdoor experiential education, wilderness education and outdoor development etc. Outbound training is an application of structured experiences that takes place outdoors.

Researchers have investigated the role of outbound training and have found that it is used basically for enhancing an individuals' understanding of one self, capability to lead people, approach to solve problems, do proper planning, team work skills etc. Most of the organizations provide management training. Many of them opt for an outbound training methodology to impart soft skill training. This study is also been done for the first time for ITeS companies located in the National Capital Region (NCR) of India. The companies that took part in the study are Accenture, HCL Technologies and TCS. Thus, this study is first of its kind to gauge the importance of Outbound Training in ITeS industry in NCR region to prove it as a viable tool in organizational development.

Snowball sampling technique was adapted for the smooth conduct of the survey with 395 as sample size. Quantitative analysis often utilises descriptive and inferential statistics as well as frequency tables, sample size, averages and measures of variations etc (Bryman, 2008). In this study, Descriptive analysis, Frequency distribution, Cross tabulation (chi-square), Factor analysis, co-relation and regression were used for analysis.

Findings based on Factor Analysis demonstrated that three factors were critical factors for successful outbound training – Individual performance, Organizational performance and Focus on transfer. Therefore, a regression analysis was conducted to study a relationship between them

To conclude, the study suggests that Organizations should focus on transfer of learning of OT programs as organizational learning is critical for the growth and success of an organization. This research sets up several lines of future research on OMD. Firstly a large-scale quantitative research can be done to assess the efficacy of outbound training. A longitudinal study can be taken up in future, as the process of skill transfer and behaviour modification is a long term process. Similar research findings conducted for a different set of population might come in handy as the issue of transfer of learning would remain the same.

[4]
**MONITORING BY FINANCIAL
INSTITUTIONS AND IMPACT ON FIRM PERFORMANCE:
EVIDENCE FROM INDIA**

By: A.K. Sahu (2014)

ABSTRACT

There is a long debate about whether the doctors have a duty to take care of the patient in using medical devices in treatment. Similarly the debate lies what makes a doctor expert or skilled in discharging his professional duties.

This philosophical debate inspired this researcher to enter or to undertake the study on the question of liability of doctors or manufacturers in using medical device of health-related technologies. This debate has created a problem for law relating to medical device. Theories have been advanced in law of negligence on two strong beliefs. Firstly, it is pointless to try to make producers take more precaution than they would under the negligence standard, secondly it is unfair to place the burden on compensating the injured-on producers when they have behaved reasonably. This basic tenet has a strong resonance with ordinary people's view of justice therefore there will need to be strong reasons for departing from them. With this background of philosophical and legal issues this study is an attempt to find out an appropriate legal principle to protect rights of the patient. Hence this study is very much needed in the present social context and to provide probable answers to the debate. We have witnessed for a long time that there are a large number of incidents where a patient suffers as a result of a defective medical device or as a result of negligence of the doctor in using of the device. However, the major dilemma lies with fixing the liability for the suffering of the patient. India considered medical devices as drugs under the Drugs and Cosmetics Act, 1940 which leads to a lot of uncertainty. The researcher has analysed the development of medical device and technology in human treatment and related legal issues with regard to innovation. The study has also dealt with the concept of medical negligence in India. The researcher has made a comparative study of laws related to Medical Devices in US, UK, Japan and India. The analysis of cases in this study reveals that there is a need of specific legal principle to deal with medical devices and consequential liability. Most countries give primary importance to medical devices as it is one of the essential factors for providing health care facilities to patients. India should develop a specific legislation and

an efficient mechanism to deal with medical devices as it will help in fixing the liability of manufacturers. With that end in view The Drugs and Cosmetics (Amendment) Bill, 2013 has been introduced in the Indian Parliament.

Key Words: Negligence, Medical Devices, Innovation, Manufacturer, Drugs and Liability.

[5]
**CUSTOMER RELATIONSHIP MARKETING IN
HOSPITALITY: A STUDY OF STAR HOTELS IN
BHUBANESWAR**

By: Amrita Pani (2016)

ABSTRACT

In 21st century extremely competitive scenario, customer is the centre for each and every business transactions in any sector. In this cutthroat economy, it's a difficult task for professionally managed service organizations to retain and sustain customers by providing services differentiation and innovative branding strategy. Specifically, in hospitality industry maintaining long-term relationships for retaining customers and expecting loyalty from them is very much difficult. It is a major task for today's smart marketers and hoteliers to cater the diverse and specific needs of their customers in a very profitable and mutually satisfied manner. Hence, it requires a comprehensive blending of marketing intelligence, innovative supply chain, and high standard of customer service. Through which a holistic marketing value can be delivered to gain competitive edge over the market rivals. Accordingly, relationship marketing plays a pivotal role in retaining prospective customers and providing them value augmentation through qualitative service delivery. Relationship marketing approach also helps service industry to create strong bonding with their prospective customers. Customer loyalty and relationships are two sides of the same coin and thus relationship marketing helps in establishing an intact linkage between an organization and its customers and further converts a customer into a loyal one. Hence, the challenge for a service firm is how to convert a transaction-based relation into an emotionally bonded loyal one, which only can be facilitated with synergistic approach of relationship marketing elements along with high standard of service quality delivery. Although relationship marketing strategy is the area of interest both for the academicians and practitioners since last thirty years. But, the majority of the studies have been conducted in International context and limited research has been done in Indian context, especially Odisha. This research explores the customer relationship marketing strategies adopted by different star hotels of Bhubaneswar. The sole aim of this study is to investigate in to how star hotels of Bhubaneswar practice relationship marketing in their service operations through the strategic use of innovation and technology.

The objective of the study is to produce astute results by carrying out research in the areas of relationship marketing in hospitality context and within the limits of star hotels in

Bhubaneswar. The findings of the study are based on the data collected from primary and secondary source. Secondary sources of data collected with help of Emerald insight, ProQuest, Ebscohost and Google Search.

Primary data conducted through quantitative as well qualitative procedure. Quantitative survey was conducted through a sample size of 365 guests from all the five number of star hotels in Bhubaneswar. For the qualitative analysis 30 numbers of personal interviews were conducted with target group of managerial staffs of the hotels.

The result of the study suggests that customer relationship elements along with service quality determinants play a significant role in managing and establishing customer hotel relationship in star hotels in Bhubaneswar.

[6]

DYNAMICS OF RURAL URBAN LABOUR MIGRATION – A STUDY ON MALDA DISTRICT OF WEST BENGAL

By: Anirban Mandal (2015)

ABSTRACT

Economic wellbeing of a country depends on the overall growth of each and every segment of the country and each and every groups of population leaving in various segments. But hardly any country can achieve simultaneous growth in each and every region which creates the problem of inequality and growth imbalance. This may be the be the basic focal point which give rises the concept of human movement from one place to another due to basic structural imbalances between these two places. The reasons for migration may vary country or region wise but the exiting socio-economic condition in migrant's place of origin plays a crucial role in to take a decision to migrate from one place to another. Various migration literatures indicate that people migrate for better living conditions, better job opportunities or to live in a better environment. Sometimes, migrants move individually or if things permit they intend to move along with their family members. Thus, migration is a selective process which involves role of the family members also. Side by side decision to migrate also depends on prevailing socio, economical and demographic characteristics of that place. But the overall impact of migration creates a mixed situation towards the life of migrants and their family members. Although migration has satisfactory impact on individuals, still most of the migration is in the nature of forced migration, where people compelled to move due various factors. This situation may create a negative impact of migration. Thus, the main fundamental question remains is that, people those are decided to move – does it help them to make their livelihood better compared to non migration situation. The present study aims to answer the question by identifying the reasons that affecting the migration decision and subsequently suggest possible recommendations, which if implemented properly then the process of migration can be utilized for the overall development of both sending areas as well as receiving areas. The thesis is divided into five chapters with details listed below:

Chapter I: Introduction to the topic of Rural Urban Labour Migration, Chapter II: Literature Review and Research Methodology, Chapter III: Profile of the Study District – Malda, Chapter IV: Analysis of Data, Chapter V: Findings, Conclusions and Recommendations

It is expected that the research can bring some meaningful value addition in the entire rural urban migration literature specifically for the Malda district of West Bengal, where no such previous work has been done although most of the migrants of West Bengal are from this district only.

[7]
CUSTOMER PREFERENCE IN THE VIRTUAL RETAIL ENVIRONMENT -AN EMPIRICAL STUDY ABOUT ONLINE SHOPPING IN INDIA

By: Ansuman Jena (2013)

ABSTRACT

Scientific revolutions and technological advancements have always influenced the modalities, patterns and processes of doing business, trade and human lives. These continuous improvements in the field of information technology (IT), growth of the internet and various other related areas have radically changed the way individuals and businesses obtain information, communicate and share. This boom has resulted in the 'Digital Devine'. The second coming of the e-commerce era, after the bubble burst in 2000, has witnessed the ever-increasing internet penetration, massive e-commerce adoption and trending customer base. Such unprecedented growth resulted in high inflow of capital investments through venture capitals, mergers and acquisitions. Many domestic and some of the leading foreign players have entered into the Indian e-tailing industry.

The findings of this research was really fascinating and filled with insights; empirically segregating the facts from the myths. Significant relationship was found between geographic location, computer proficiency, internet proficiency, time spent on the internet by the respondents with the products and services purchased online. Significant relationship was found between the age of the respondents with their online shopping requirement and the products and services purchased online. Significant relationship was found between the gender of the respondents with their need for purchasing online. Significant relationship was found between the age, educational qualification, occupation, income, internet proficiency, utilitarian factors with the respondent's online purchase behaviour. Significant relationship was found between the ICT infrastructure setup, exciting and appealing elements of the website, and important qualities of the website with the online purchase experience of the respondents. Most of the respondents were largely found to be satisfied with their online purchase experience so far.

This study provides a comprehensive understanding about the online consumer behaviour, their purchase intentions and expectations with respect to specific product category purchased. Retailers, travel suppliers, financial analysts, credit card issuers, publishers and manufacturers etc. require visibility into online retail sales and the latest trends. This research provides a comprehensive view of consumers' online shopping and spending behaviour in India. It can certainly be help the managers, marketers, practitioners and the potential entrepreneurs who are either pushing hard to crack the fortune or mark their presence in the field of online retailing in India.

This study encompasses tremendous scope for further research. Future research can be done to improve the generalizability of the research by recruiting large Internet survey panels meeting strict demographic criteria. This research does not include how the customers' psychographic and cultural orientation influences the antecedents of trust in online shopping. The effect of factors such as the reputation of the vendor and vendor size on the purchase intention of the customer were not also substantiated in this research. These could be some possible extension for future research.

[8]

TURNAROUND MANAGEMENT IN ROURKELA STEEL PLANT DURING 2001-2008: AN HR PERSPECTIVE

By: Archana Choudhary (2013)

ABSTRACT

Industrial sickness is one of the serious maladies of Indian economy. The growing sickness, low capacity utilization and inadequate performance of a large number of industries has been a matter of concern to the Government, owners, professional managers, trade unions and the public at large. The need for research on turnaround management is thus obvious. A corporate decline can be reversed through HR interventions primarily concerned about people within the organization and the processes they employ so as to achieve the objectives of an organization. In about two years during 2002-04, the Rourkela Steel Plant (RSP) a unit of the Steel Authority of India Ltd. (SAIL) achieved one of the most remarkable turnarounds in the history of Corporate India. While turnarounds in industry and business are not uncommon, the process through which it was achieved at Rourkela is not what is commonly seen. It was, therefore, considered appropriate to undertake a study on the organization. This study is based on a case study approach. The study has been organized with the help of both secondary and primary data. All relevant secondary data have been collected from published documents, internal circulars and accessing different websites. The required primary data have been collected through field survey. The universe of the study comprised of total 2200 executives who were working at different levels in RSP at the time of commencement of the study, i.e. in the year 2009. To ensure that the sample chosen were true representative of the entire population, the stratified sampling technique

was used. Data were collected from 233 respondents who were the executives of Junior, Middle and Top level of RSP through questionnaire. The first objective of the research was to find out the triggers that initiated the turnaround process. Results revealed that in the opinion of the employees, the triggers that initiated turnaround were – huge financial losses, low return on assets, bad public image, high employee turnover, and stakeholders in order of decreasing importance. The second objective was to study the dimensions of managerial response to turnaround process. The RSP management's response to the problems faced was evaluated on the four dimensions of responsiveness, adequacy, consistency and spontaneity. The study showed that the respondents rated responsiveness as highest, spontaneity as the second highest, consistency as the third highest and adequacy at the last position. The third objective was to study the various HR interventions taken as part of the turnaround process of RSP. The findings revealed that HR interventions for bringing change were Workshops for Sharing Concern, Internal Customer-Supplier Workshops, Issue-Focused Participative Workshops, Mass Contact Exercise for bringing closeness and workshops for improving departmental performance. These interventions were based on four pillars of turnaround i.e. communication, work culture, empowerment and performance excellence. These all contributed to high motivation, improved employee satisfaction, enhanced productivity and mutual trust which in turn helped in corporate turnaround. The fourth objective was to find out the effectiveness of HR initiatives. Results revealed that for sustainability of HR interventions post turnaround, a number of monetary and non-monetary schemes for rewarding, recognizing and appreciating the performance of employees were initiated. Safety measures were taken to create awareness and educate employees for preventing accidents. Zero accident recognition schemes were initiated to treat workplace injury as a collective failure and thereby create a culture of intolerance to accidents. Trainings were given to enhance the competencies and all HR services were computerized to provide efficient services to the employees. Employee involvement in organizational improvement activities was the key to the RSP's effectiveness and sustainability. Based on the findings and in consonance with the fifth objective a conceptual model was developed. The model called CWEP model of turnaround is based on four pillars i.e. Communication, Work culture, Empowerment and Performance Excellence (CWEP). All the pillars of turnaround contributed to reduction in industrial conflicts, development of mutual trust amongst employees and management, high motivation, productivity enhancement and improvement in employee satisfaction. The recommendations out of the findings are that HR initiatives should be central to any turnaround strategy and that organizations should have direct and consistent communication with employees at various levels. Leadership should play a key role in helping an organization successfully achieve a turnaround as the transformational and charismatic leadership can inspire the employees by reaching not just at the rational or logical level but also at their emotional level. This is a pointer to other organizations seeking to achieve turnaround.

[9]

TOWARDS BETTER CORPORATE GOVERNANCE**By: Arun Kumar Rath (2009)****ABSTRACT**

Proper governance of companies is becoming as crucial to the world economy as proper governing of countries. Business corporations are adopting good corporate governance practices in order to gain access to assured markets and capital, necessary for their sustainable growth. The navratna PSUs have substantial locked-up potential and can give better return if they are managed professionally. It was, therefore, considered appropriate to take up the navratna PSUs as a group to investigate the role of the Independent Directors towards better corporate governance.

The objectives of the study were to evaluate the process of selection and training of the IDs, assess the performance of IDs in the Boardroom and Audit Committees, evaluate their contributions to strategic planning, risk management, corporate ethics and corporate social responsibility, make recommendations to enhance their competence and improve their contributions to the Board functions in the navratna PSUs.

The investigations were based upon six research questions concerning the selection and training of the IDs, their performance in the Boardroom, contribution to strategic management, corporate ethics and corporate social responsibility and measures to enhance their independence and competence for better corporate governance in the navratna companies.

The IDs are held in high esteem in the navratna PSUs. They have made significant contributions to these public enterprises. The most significant achievement of the IDs has been the enhancement of independence and competence of the Board to take objective decisions and withstand pressures from external sources of power.

There is full justification to continue with the induction of IDs into the Boardroom of the navratna PSUs. The contributions of the IDs can be enhanced by improving the process of selection, training and level of compensation. Full autonomy of the Board and greater involvement of IDs in the Board process like initiation of Board agendas by them, provision of outside professional advice to the IDs can also make the IDs more effective in the Boardroom. On the whole, despite limitations and shortcomings, the IDs have proved to be assets in enhancing the standards of corporate governance of the navratna PSUs.

[10]

DEVELOPING A BUSINESS STRATEGY MODEL FOR THE JOBGING INDUSTRY

By: Ashwini Kumar Dash (2013)

ABSTRACT

Optimization of the product portfolio is an issue of particular importance for diversified manufacturing companies dealing in volatile and competitive economic and technical environments. In trying to ensure optimal allocation of their resources, companies seek to minimize the role of intuition in these complex decision processes by adopting, wherever possible and appropriate, more formalized approaches that enhance the quality of most decision-making. This study attempts at developing a business strategy model for objectively defining the long-term profit maximization of a product / product segment in the jobging industry.

An attempt was made to study the views of different researchers under certain conditions and to relate those factors to the current research so as to get a holistic feedback. Focus group sessions and personal interviews were also carried out to take feedback from the industry regarding the above issue. Higher the score better is the attractiveness. On comparing two different products, the product which has a higher score, offers better prospects of long-term profitability under a certain set of business conditions, both internal and external to the firm.

This study is specific to jobging industries in the manufacturing sector. The questionnaire was designed based on feedback from the Indian industry under the current business environment. Thus, the study was limited to the current Indian market. Any drastic change in the market conditions is expected to affect the importance of the success factors, thus requiring revalidation of the identification of the factors and the weightage of each.

This study defines the set of business parameters and their relative importance under a certain set of internal and external conditions. However, the time frame for review of the importance of the critical factors is left to the discretion of the analyst. The research can be extended further to incorporate the framework for analysing and establishing the time period after which the relative importance of the critical success factors need to be reviewed. Alternatively, a model can be drawn up which would consist of the major time-dependent factors, so that by analysing the change in the relative importance of these factors, one can estimate whether the importance of the critical factors need to be reviewed and re-established.

Another possibility is to make an attempt to adopt this model of identification of the market attractiveness factors for implementation in industries other than jobging type, say process industry, technology-based knowledge sector, or education sector.

[11]

MAINSTREAMING THE FINANCIALLY EXCLUDED

By: Avinash Chandra Supka (2015)

ABSTRACT

The 11th five-year plan (2007 – 2012) envisions inclusive growth as a key objective. Inclusive growth refers to providing equitable opportunity to all the participants of economic growth and the distribution of returns to all the sections of the society as a result of economic development. In other words Inclusive growth aims to provide access to markets, access to resources and an unbiased regulatory framework. The rich and the poor divide which exists in India is quite visible in both the rural as well as the urban population of the country. In the rural areas the poor and the underprivileged comprise of the small farmers, landless labourers and the artisans. The main cause of this poverty is irregular income, poor or no savings, lack of financial education, heavy dependence on indebtedness and other economic and social factors. In their annual report of 2012, Reserve Bank of India states that the national average of poverty in India stands at 21.92%. The role of the financial sector particularly the banking sector through the financial inclusion drive is very critical in achieving inclusive growth. The 2011 census report claims that only 58.7% of households are having access to banking services in India. However, on a positive note when compared with the 2011 census, the access to banking services has increased significantly because of growth in rural banking in the country. The challenges are immense in front of the formal financial system in the country but the confidence is there that the ultimate objective of achieving 100% financial inclusion will be fulfilled. The banking sector in India has recognized the importance of inclusive growth and as a result has endured a few essential changes over the period of the last twenty years. Financial inclusion is the new model of economic growth which plays a major role in eradicating poverty. The concept of financial inclusion is primary to the process and efforts for achieving inclusive growth and sustainable development of the country.

The present study aims to identify the reasons for remaining financially excluded in the Varanasi district and to suggest recommendations based on the findings so that benefits of financial inclusion can be implemented for the rural poor. This thesis is divided into five chapters with details listed below:

Chapter I: Introduction to the topic of Mainstreaming the Financially Excluded. Chapter II: Literature Review and Research Methodology. Chapter III: Profile of the Banks operating in the Rural Areas of the Varanasi District. Chapter IV: Analysis of Data. Chapter V: Findings, Conclusions and Recommendations.

It is expected that the research can bring some meaningful value addition in the topic of financial inclusion and financial exclusion specifically for the Varanasi district of Uttar Pradesh.

[12]

ENGAGEMENT PATTERN OF USERS IN DIGITAL AND SOCIAL MEDIA MARKETING (DSMM): A SERVICE INDUSTRY PERSPECTIVE

By: Biswa Behari Das (2016)

ABSTRACT

Digital and Social Media Marketing (DSMM) could simply mean digital marketing communications and activities using social media and social network. The combined effect of internet as a technology based infrastructure and inter-activeness of the participants (consumers and service providers) gives rise to this dynamic, vibrant and collaborative system called DSMM. The context of Social media marketing rallies around digital technology and internet based channels of communication. This is probably because internet has become all pervasive and web based chat exchanges through sites/ applications like Facebook, Twitter, LinkedIn, WhatsApp, Skype, YouTube etc. are so much taken for granted that whenever any mention of Social Media is done, one does not have to clarify that reference to such activities and interactions are being meant. For that matter, normal traditional advertising on Radio and TV are not counted as digital & social media marketing. Subsequent to the review of literature and identified gap analysis, a set of research objectives were noted to be taken up for investigation. The interactions between consumers and marketers may throw up interesting findings related to services of different level of involvement.

Based on the literature review and the perspectives mentioned above, following objectives of the study were set for further investigation: 1. To understand the demographic, socio-economic and psychographic dimensions of the users of DSMM in the service industries perspective. 2. To understand the engagement level and depth of involvement in various social media platforms in the context of different types of services. 3. To explore the perceptions of users towards different social media platforms and towards the different types of marketing communications and interactions happening on these platform. 4. To explore the possibility of creating a model of DSMM engagement pattern that ultimately leads to positive end-results like, online purchases, sharing of experiences and influencing decisions of peers, family and others social group members. 5. To take a perspective from service providing organizations and companies in terms of their vision of DSMM and adoption of process.

The sampling method generally followed a convenience-sampling type. At the same time, through e-mails and other social media, the link to Google form survey was sent to friends and acquaintances who, in turn helped in getting more responses from their network members, thereby giving it the added advantage of snow-ball sampling effect also. Two independent surveys were conducted (consumer survey and organizational survey) to collect the primary data. As per the sampling plan 600 eligible respondents were initially contacted, out of which, finally, 467 'fully-complete, acceptable' responses were received. As the topic is about DSMM and online activities, the questionnaire could be sent online in Goggle

Forms for survey as email and also as link on Email, Social Media share, and on WhatsApp, with necessary briefings and instructions. It was carried out through a structured questionnaire with close ended questions covering the aspects mentioned in the research hypotheses and the conceptual model. Google forms survey resulted into 164 completed responses. Simultaneously physical forms survey was conducted in Bhubaneswar and Mumbai yielding 303 completed forms. Thus a total of 467 completed responses formed the basis for our analysis. Primary data analysis was done in three stages. Firstly, uni-variate analysis was done for frequency percentage. Prominent and relevant perception maps were created. Subsequently, Cross-tabulations (Chi-Square test) for relationship association were carried out to check for significant association, if any. Further multiple regression and Factor analysis was done involving multiple variables to help us to study any association of dependent variables with contributing variables. Some of the major results are presented in this synopsis. Based on the Pearson Chi-Square results between two variables, significant relations or associations have been observed as follows:

It is noteworthy that "Age Group" does have significant association/relation with each of the following variables: 'Online Review of specific things', 'Private /Public Status in Social Media', 'Social Media paid Advt. Credibility', 'Social Media Peers/Friends shared Advt. Credibility', 'Better Brand Image Perception in Social media presence', 'Usefulness of Social media', 'Entertaining value of SM platform', 'Value For Money in SM platform', and 'Overall Experience of SM platform. Through the multiple regression analysis, very significant and strong equation model could be found between the dependent variable (credibility of individual social media platforms) and the independent variables (enlisted seven parameters/criteria pertaining to features and functionalities) with linearity assumption. (R-square = 88.2%).form'. Based on the detail findings, following conclusions can be drawn in the context of DSMM engagement patterns.

- Age does impact/ influence on DSMM – engagements. It appears to be the most major demographic variable in the DSMM engagement pattern.
- Gender does have an impact/ influence on DSMM – engagements.
- Income does have an impact/ influence on DSMM – engagements
- User's passion and habits do have an impact/ influence on DSMM – use 'propensity'
- 'Brand Image Perception' does have an impact on DSMM – use 'propensity'
- 'Type/category of service' and 'engagement-intensity' exhibit significant association. There is evidence of significant association/ relation between 'depth of engagement' and 'categories of services'.

[13]
**COLLECTIVE BARGAINING AND ITS IMPACT ON
ODISHA'S MINING INDUSTRY WITH REFERENCE TO
KEONJHAR DISTRICT**

By: Beyat Pragnya Rath (2018)

ABSTRACT

Collective bargaining in the selected mining companies of Jodo has been significant to the research thesis; due to its enormity of business of minerals. Collective bargaining has substantial impact on the mining for avoiding strikes and lock outs for ensuring a conducive business environment, which has been examined and argued. The complexity of labour problems can be addressed through workers participation in management, agreed with mutual consent. The solution to settlement and reconciliation of disputes has been the hallmark of the findings. The thesis entitled "Collective Bargaining and its Impact on Odisha's Mining Industry: With Reference to Keonjhar District" is an attempt to the vivid research study on the working of collective bargaining in Odisha's mining industry. India pioneered the process of introducing a typical collective bargaining; both at the industry and plant level. It enables methods for determination of wages, working conditions and fringe benefits besides other terms and conditions of employment. The process of development in the collective bargaining process has been reviewed from the end of First World War.

Primarily the literature review, review of theories and models derived in to the conceptual model along with the identification of gap. Thereafter, the objective of the study explored in to the benefits availed by the workers in terms of wages and fringe benefits through collective bargaining, to evaluate the impact of collective bargaining on work culture and to suggest policy measures for successful working of collective bargaining in the mining industry in Odisha. It is an exploratory and descriptive research study which included certain exclusive tools and techniques essential for the research. The database was collected from primary and secondary sources. The data collected was driven through a mix model of approach. It employed quantitative and qualitative techniques. Quantitative survey was conducted through a sample size of 419 of the selected 7 mining companies in Keonjhar district. However for the qualitative analysis, structured interviews and group discussions was conducted for employer/management representatives to measure the parameters for the successful collective bargaining in mining companies. The study approached through pilot study, reliability statistics, Cronbach's alpha content validity, data triangulation, descriptive statistics, percentages, cross tabulation, co-relation, regression and ANOVA. The questionnaires used Likert, open ended and binary scales. It employed SPSS for calculation.

The findings of the research study suggested a valuable insight into innovative strategies for successful and smooth running of companies. The recommendation and conclusion found that, success of collective bargaining can be determined through their ability to retain and maintain long-term employee relationships.

[14]
**GREEN MARKETING: PURCHASE BEHAVIOUR OF
CONSUMERS' FOR ECO-FRIENDLY PRODUCTS IN
ODISHA**

By: Bhubaneswari Bisoyi (2018)

ABSTRACT

Environmental protection has become a key concern worldwide. It is caused by the prevailing ecological difficulties. The fundamental concept of green marketing has emerged from the point of distress developed due to ecological imbalance. The range of studies that have been included in green marketing is to design, modify, and transform products. This also includes modification in the production method, packaging process, and promotional activity to create environmental consciousness among consumers. The change in consumer preference for the eco-friendly product over a conventional product is due to environmental protection. These changes shall provide a healthy eco-friendly inclination.

Therefore, the study on purchase intention and purchase behaviour of consumer's towards eco-friendly products plays a vital role in reducing environmental toxic and aim to reach sustainable development of the society. Researchers have investigated facets of the role of demographic variables in predicting the purchase behaviour of consumers' towards the eco-friendly product. This study has tried to find the probable reasons for deviation from the conventional approach. This research work has attempted to introspect into the application of green marketing strategies and purchase behaviour of consumers' for eco-friendly products. This thesis has been prepared through different milestones. This research work has been started with an introduction to the research topic followed by an extensive review of literature related to the subject matter. Then the conceptual framework for the study was developed followed by research hypotheses. The testing of hypotheses was carried by using specified research methodology with the help of a structured questionnaire for conducting the survey. The results from data analysis were interpreted and thereafter the thesis was concluded with by specifying the finding, recommendation, limitation of the study and future scope.

The major challenge in this context is to know the consumer's perception, attitude, and behaviour towards purchasing of eco-friendly products. Based on the extensive review of the literature, this study addresses the causes that restrict consumers' from using eco-friendly products. This study also scrutinizes the environmental consciousness of the respondents. This thesis intent to study the purchasing behaviour of consumer's for eco-friendly product pertaining to Odisha. The research work has been conducted by obtaining primary data and secondary data. This was utilized to gain deeper insights into dynamics of the purchase decision for eco-friendly products.

Furthermore, eight hypotheses have been verified to examine the impact of environmental knowledge, awareness about the eco-friendly product, attitude, subjective norms, perceived

behavioural control, green marketing mix and purchase intention on purchase behaviour of consumers' towards the eco-friendly product. A survey using a structured questionnaire has been conducted on 399 respondents to analyse their purchase behaviour for eco-friendly products..

The content validity was checked as the measurement scales were borrowed from the preceding studies. To measure the convergent validity of the scale, factor analysis was performed. The correlation analysis was required to be done to assess the relationship between the constructs. This analysis helps in identifying the independent variables that significantly predict the purchase behaviour of consumers for an eco-friendly product.

The result of the study indicates that purchase intention is predicted by attitude for using the eco-friendly product, perceived behavioural control, subjective norms and green marketing mix except environmental knowledge and awareness. This result of the study suggests that marketers and policy makers need to give more attention towards enhancing environmental knowledge and uplifting the awareness level of consumers for an eco-friendly product.

[15]

INFLUENCE OF PERCEIVED BRAND PERSONALITY ON BRAND PURCHASE INTENTION: ROLE OF BIOLOGICAL SEX, GENDER ROLE AND BRAND ATTITUDE

By: Bikash Kumar Rup (2018)

ABSTRACT

In the era of cutthroat competition, where all verticals of an organization depend upon the interest of consumer, brand has the power to wither all competitions. Like human personality, brands can be perceived to have personality attributes associated with it. For successful brand management, it is important to know how different brand personalities of a product are related to buyers' brand purchase intention. Accordingly, this study examines the role of perceived brand personality on brand purchase intention through the mediating effects of buyers' brand attitude. Furthermore, it explores the association of biological sex and gender roles with perceived brand personality of the consumers. Two studies were conducted to explore the conceptualization. The first study examined the influence of different perceived brand personalities on buyers' purchase intention. It also examined the role of buyers' brand attitude in the context of brand personality and buyers' brand purchase intention. Furthermore the study explored the dimensions of brand personality those are more important in Indian context. In order to elicit the consumer view, data were collected through questionnaire survey. Analysis of 317 valid responses was carried out through structural equation modelling using AMOS 20. Five brand personality attributes such as responsibility, activity, emotionality, ruggedness and competence were found to be prime brand

personalities to predict buyer's brand purchase intention. Furthermore, effects of these personalities except emotionality were found to influence buyers' brand purchase intention through the mediating effects of buyers' brand attitude. The second study focuses on how biological sex and gender roles influence the imbibing of perceived brand personality of a consumer. 411 valid responses collected through questionnaire survey were received on various brands of cell phones, out of which 281 responses on four brands were taken for final analysis using structural equation modelling in AMOS 20. Results indicate that irrespective of biological sex, individuals having certain gender roles can be associated with their perceived brand personality. The findings will help the organizations in designing and redesigning their product differentiation to position the brand in the market to enhance the conversion rate of potential customers and will help in sales & marketing management of products and services. The sales strategy can be customized as per individual gender roles. Sales people need to pitch different brand personality to the consumers, after getting the sense of the gender roles of the individuals. If a sense of gender role cannot be gauged, it is better to have a unisex approach than to have biological sex-oriented approach in devising the sales strategy.

Keywords: Brand, Brand personality, Buyers' purchase intention, Brand attitude, Gender roles

[16]

IMPACT OF DESTINATION MARKETING ON ODISHA TOURISM

By: Biplab Kumar Biswal (2018)

ABSTRACT

Tourism is the second biggest industry in service sector after software in India. 'India' which is promoted with the theme of "Incredible India" campaign by the Tourism ministry had been incredible since ages which has attracted travellers like Hiuen Tsnag from China in 07th century and the destination has been the major portion of the "Tsang Records of the West". Prior to him the famous Buddhist monk Fa Hien travelled to India by foot from china in early part of 05th century. Marco polo and Nicolo Conti from Italy, Ibn-e-Battuta from Morocco, Meghasthenes and Ptolemy from Greece and the list is endless. The heterogeneity in language, culture, beliefs and the widespread geographical landscape with 7517 km of coastline makes it a natural destination for any traveller across the Globe. The macro scope of the country also reflects in almost each and every state of the country so do Odisha. Known as 'Kalinga' in the ancient times this state has a heritage of maritime trade which dates back to 350 B.C. So high was the trade activities that even in the 06th Century script "Manjushrimulakalpa" mentions the Bay of Bengal as Kalingodra or Kalinga Sagar. With trade links with the entire south East Asia this land also attracted many travellers since ancient times.

This study provides a detailed overview on both travel and tourism, including why they are considered as the fastest evolving sectors. The major objective of the study is to identify the evolution of global and Indian tourism sector, Understand Indian tourism destination marketing, study tourism industry in Odisha state, explore the present existing marketing strategies, analyse visitor perceptions regarding Odisha tourism, Challenges as well as opportunities of Odisha tourism and explore both private and government initiatives in order to promote tourism. Destination marketing is discussed in the chapter one. A research is vividly carried out on India and its tourism practices and the researchers concluded saying that, India is anticipated to produce significant interests and could carry immense scope. Also, this chapter focuses on different marketing aspects associated with spiritual tourism; tourism infrastructure and its effect on Indian economy. It has been concluded that a descriptive method need to be adopted for intended investigations.

Literature review is carried out in second chapter specifically on three sectors namely, regional, global and India. A research survey is been carried out on Odisha tourism by applying various techniques in order to identify necessary solutions to destination marketing. However, by taking destination assessment into consideration, the literature review gave a brief description on destination image. In Odisha tourism, Destination assessment is measured either in a qualitative way or a quantitative way among foreign and domestic tourists. Certain objectives are set by marketing plan and changes are made at the end of each tourism season. Marketing plans require specific up gradations to make tourism more attractive. In general tourism is partnered with other marketing sectors to attract both national as well as international tourists. State tourism sectors concentrate more on different types of takes, whereas private partnerships and public partnerships are formed among local business and regional business to extend tourism dollars. Chapter three is divided in to three parts. The first part discusses about research design and research methodology. The second part presents different sampling techniques and variables included in the study. Research hypothesis is considered and mentioned in third part. This chapter also presents a detailed overview on the major limitations of the study, analysis methods and data collection tools. A unique descriptive research method is been used for gathering required information for the analysis. In addition, this chapter explained the tools that are essential for analysing the gathered information. A survey is been carried by the researcher on frequency distribution, factor analysis, mean deviation, t-test , variance and regression , to identify respective solutions for research questions.

Lastly, chapter five present finding, necessary suggestions and conclusion by gathering data from 592 foreign and domestic tourists. After gathering necessary information, a pre tested questions was prepared and served to both domestic and foreign visitors as a pilot study basis. Valid tourism tests were conducted and been used. Descriptive and factor analysis, an ova and regression are few tools and methods used for analysing tourism data. Total five chapters and three hundred fifty-two literatures were been reviewed in this present report.

Keywords: Destination Marketing, Impact Assessment, Marketing Strategy, Odisha Tourism

[17]

TECHNOLOGY ABSORPTION AS A STRATEGIC OPTION FOR INDIAN MANUFACTURING COMPETITIVENESS- A SPECIAL REFERENCE TO INTELLIGENT COMPUTER- AIDED DESIGN TECHNOLOGY

By: BIRANCHI PRASAD PANDA (2013)

ABSTRACT

This research advocates the need for adopting intelligent design technology for enhancing manufacturing competitiveness of Indian firms. The word "computer-aided" has been intentionally added so as to ensure that readers do not confuse this work with that of studies on "Intelligent Design". Instead, the focus here is on the use of improved design methods governed by design thinking to improve firm-level competitiveness as related to cost, quality, flexibility and delivery. Technologies (including and not only limited to computer-aided technologies) support design activities and processes. Thus all possible computer-aided systems (CAx -systems) that support design are classified under design technology. These may be hard, soft or hybrid technologies. Design-for-X (DFX) methodologies and concurrent engineering (CE) practices are classified in literature as soft technologies. Such practices offer significant benefits to the firm when adopted right from the concept stages of product development. However, it is observed that concurrent engineering is generally not practiced in Indian firms.

While design technology has made significant advancements, the potential locked in the existing technology is yet to be realized by the Indian industry. The motivation behind this study, therefore, arises from a pertinent research question related to the Indian organizations: Why soft technology is so hard to absorb? Consequently, why concurrent engineering practices are not adopted by Indian firms? It may be noted that, CE, like TQM, is a soft technology. It is a methodology governed by design thinking. Likewise "design for x" is an approach that brings downstream concerns upfront into the design stage and can be classified under soft technology. One key assertion in this research is that all firms have a certain design-deficit that inhibits the organization from absorbing superior design technology. Keeping India's developmental challenges in mind the research recommends the use of such soft technologies for overcoming this deficit and, thereby, enhancing competitiveness.

While positioning the domain of research inquiry, the key dimensions of interest are: (i) the timeline of design research, (ii) design related competitive priorities of Indian manufacturing, (iii) technology classification framework, and (iv) organizations of interest for exploring the answers to research questions. The first dimension is along the timeline of design research spanning over a century which provides the backdrop for the research. The study reviews developments in design technology by focusing on advancements over last fifty years. It then narrows down to developments in the eighties and early nineties

where intelligent design technology was developed underscoring the need for widening design perspectives on manufacturing competitiveness. The second dimension positions this study with reference to the need for enhancing global competitiveness of Indian manufacturing. Competitive priorities having a greater dependence on design technology are identified. Yet another dimension tries to position the research along various technology classification frameworks. Since computerized technology has the potential for enhancing systemic capabilities (as opposed to point capabilities), Indian manufacturing, accordingly, needs to adopt a suitable socio-technical systems framework to effectively absorb technology for gaining competitiveness. The industrial segments identified for this study are selected accordingly.

Since 70 – 80% of costs are committed during the design stage, the potential for concentrating efforts during the design and development stages are enormous. Indian industry needs to exploit these opportunities. The research, therefore, aims to track the design deficit in organizations representing manufacturing, housing, engineering services, and the cottage industry. Part of this research focuses on the professional higher education sector as the means for supporting the skilled manpower requirements of the Indian manufacturing sector. The case-studies chosen are from these sectors. A case-study research methodology is undertaken to answer the research questions and make some valid propositions.

[18]

A COMPARATIVE STUDY ON EFFECTIVENESS OF STRESS MANAGEMENT IN TCS & INFOSYS

By: Bonita Mitra (2016)

ABSTRACT

Executive Summary Indian IT industry has come a long way covering numerous obstacles. The growth of the industry was not that much smooth during the initial years. The sector had not got that much support as expected from the government and various other stakeholders. Just after independence the major focus of the policy makers was to concentrate on industrial sectors. Objective was to believe in an industrial growth mechanism which not only made the country self sufficient but also created employment opportunities. Apart from industrialization the major area of focus was on agriculture. Being part of an agrarian economy, the nation also gave more emphasis on this sector. Provision of subsidy and creation of protective environment helped these sectors to grow but not at par with the international standards. But the importance of service and allied sectors had been ignored until the Indian economy opened up for the foreign players through liberalization policy. The growth of the industry thus got a new momentum and today the sector is contributing almost 72.4% of the GDP during the year 2014 – 15. It is quite natural that as the economy becomes mature the contribution of services should be increased. As India is an emerging economy with full potential to become one of the

largest economies in the world, the growing contribution of services sector is also an indication towards that. In case of growth of service sector, US is obviously the major contributor towards the world's service sector and followed by Japan and China. So, it can be seen that apart from US the other two countries are from Asian regions and has the potential to become a strong player with the help of service sector. The Indian IT industry was traced back to the year 1970 when a Bombay based conglomerates that entered into an agreement with the foreign clients to supply programmers for US based firms for installing the software.² Although, this was a beginning but the sector had not got its due importance during the period of license raj when the government did not actively helped the sector to grow. As the entire focus was on government led growth of various industries, growth of nationalized organizations was more prominent as compared to private sector organizations. Actually, the attitude towards private sector was quite hostile. The Indian workforce is slowly able to adopt the international working standard and able to develop the skills which becomes necessary to survive in a competitive environment dealing with international standards. This not only helps to create a workforce who can able to take the pressure, able to perform but also able to adopt new facilities. As the sector itself works on a technology base, the same requires constant adaptation of new technologies as well as facilities. The application of technology is continuously changing so as the demand for innovation. Thus, most of the people working in the IT sectors become adoptable for any kind of changes. The technology which is currently used by any organization may become obsolete as new facilities may be introduced by the competitors. Thus, pressure to perform or perish becomes the norm of the society. The higher than expected income also changed the lifestyle of the workforces that also changed the attitude towards the society and spending power as well. As the spending power increased, this increased the demand for luxury items which otherwise may not be necessary for survival. This trend sometimes created a pressure on the social as well as financial conditions of the individuals and their families. More working hours also started affecting the family lives of the employees who are working continuously under a very stressful environment. Thus the study would like to highlight on the issue of stress management policies adopted by various IT companies with special reference to TCS and Infosys so that a comparative analysis can be done and subsequent findings can be highlighted for a better and more effective results. The study has been divided into five chapters. The chapters are as follows: Chapter I: Introduction to the Study Chapter II: Review of Literature & Research Methodology Chapter III: Profile of TCS & Infosys Chapter IV: Comparative Data Analysis of TCS & Infosys Chapter V: Findings, Suggestions & Conclusions.

[19]
**INTENT, IDEATION & SUCCESS MEASURES OF
ENTREPRENEURSHIP:
A CASE STUDY OF MSME IN ODISHA**

By: BRAJABALLAV KAR (2015)

ABSTRACT

Over the years, 'Entrepreneurship' has become important to the nation and economy. Entrepreneurs have been responsible for the conversion of resources for given opportunities and give socio-economic value to the society. However the process of entrepreneurship is fraught with risks and very few really attempt it. Under developed geographies particularly need entrepreneurial spirit of its people to transform themselves. In this context, Odisha presents an ideal bed for research on entrepreneurship. In a developing economy like India, it is one of the poorer states. It had a hoary past, people of Odisha were famous for business and trade. Odisha of the past was famous for temple building, weaving exquisite garments, shipbuilding, salt making, rice export etc. It had trading relationships with far flung countries and the trading class mastered the sea navigation. The culture and tradition of Odisha gave a social legitimacy to entrepreneurship. There were many attempts to invigorate economic development in Odisha. The Bismarck of Odisha; Madhusudan Das was in the forefront to establish factories. Two chief ministers were instrumental in reorienting policies and establishing industrial units. Odisha has bountiful natural resources, adequate human capital, facilitating policies yet it share is very low in entrepreneurship formation. Poverty under these circumstances looks perplexing. It is therefore logical to understand factors influencing entrepreneurship. The study, unique in its approach, tries to focus on the entrepreneur as an individual, who takes the decision to be self-employed herself/himself, employs other people, builds the new organization and contributes to the socio-economic well-being. The study takes the sequential approach of processes like intention, idea generation and ability to measure successful outcome of entrepreneurship effort to be the causative factors for satisfaction and sustenance of entrepreneurship. Study finds significant relationships in many processes involved in entrepreneurship at the same time rejects few common conceptions related to entrepreneurship. The findings are sample-specific but the understanding can be extended to other similar studies for understanding the phenomena. It can bolster the policy making processes related to entrepreneurship.

[20]

SKILL GAP ANALYSIS FOR THE FINANCE & ACCOUNTING OUTSOURCING IN MANUFACTURING INDUSTRIES OF ODISHA

By: CHANDRA BHANU DAS (2015)

ABSTRACT

Outsourcing defines the shift of job work involving less critical or non-core services to third party vendors who specialize in such type of services. Outsourcing has started from 1960s evolving from time sharing data process model to Business process outsourcing (BPO) and then to Knowledge process outsourcing (KPO). Business process outsourcing (BPO) involves delegation of business processes to third party with an aim for operational efficiency and achievement of quantifiable targets. Knowledge process outsourcing (KPO) goes one step beyond in outsourcing which involves delegation of domain expertise and skills for improvement of value chain. The Legacy of Outsourcing goes back to United States the need for which has arisen due to blockage of economic growth and rising costs. This has led the US companies to outsource their jobs to cheaper geographies to improve their profitability. Since then Outsourcing has become a global phenomenon spreading across countries and continents. The global outsourcing market will grow in 2015 as organizations are slowly regaining confidence post-recession.

According to analysts India remains a preferred destination for outsourcing and expects this annual GDP to grow at 8-10% for the next decade. Globalization and technological advancements has remained the reasons for growth of outsourcing industry in India. Added to that the huge talent pool and low labour cost have made multinational companies to outsource their jobs to India for cost reduction and efficiency in business processes. Over a long period the industry has been the fancy of sales, marketing and finance professionals to even medical professionals. The markets have reacted positively to the formation of stable government at the centre which claims to improve the macroeconomic environment, make India a manufacturing hub and develop smart cities. With the development of smart cities which provide good infrastructure and suitable climatic conditions will give opportunity for development of IT and ITeS services and create an exponential growth in outsourcing. The outsourcing of Finance and Accounting services has also grown at a faster pace due to complex regulatory and tax environment in India and lack of skilled manpower for specialized accounting and financial transactions. The fierce competition from industries to improve the profitability, reduce costs and achieve higher levels of excellence in Corporate Governance has made the job of CFO/Finance controller daunting and challenging. Added to that the increased risk of compliance and maintaining ethical standards in Book keeping to face the tough regulatory environment has made the scenario more complicated than before. All this requires a team of specialized experts and efficiency in processes as well as retention of manpower. These aspects may not be handled significantly by employees in payroll. Whenever there is a need and a service is there to fulfil the need the demand for that service

increases. This is the reason behind the increase in demand for Finance and Accounting outsourcing when several firms are there to provide such kind of services. These firms offer services that increase the efficiency in business processes, own the burden of risk and regulatory compliance, perform routine transactions smoothly and are cost effective. Many of the firms have assisted the Multinational companies who wanted to establish their operations in India by making their journey smooth sailing in the Indian accounting, Taxation and regulatory environment. Some of the firms have even gone an extra mile in providing strategic inputs for decision making to CFOs and Top management.

The Term Manufacturing Industry implies any Industry which uses Raw Materials or semi finished goods to produce finished goods on a large scale. These goods can be used as a component for some other large products or can be sold to retailers who in turn can sell it to consumers. Production of hand made goods for personal use cannot be termed as manufacturing. A large number of complicated regulations and laws are associated with a manufacturing industry starting from labour laws to environmental laws. A large part of costs are to be incurred for society and environment. In spite of the cost involved according to some economists it is a wealth producing sector of an economy in comparison to service sector which is termed as wealth consuming. Manufacturing employs approximately 30% of non agricultural workforce. Significant rise in index of growth for the manufacturing sector from 6.3% in 2009 to 8.2% in 2011. Sharing 15% of GDP the manufacturing sector has the potential to share 25% of GDP. India is the 2nd preferred global investment decision. For improvement of business cycle the growth in manufacturing is very much needed and this sector will augment the growth for all other sectors of the economy. Since this Industry is labour intensive growth it will give employment to a greater amount of work force in India.

Thus, with the help of this sequence the present study would like to through some light in this growing concept of finance and accounting outsourcing with special reference to manufacturing industries of Odisha.

[21]

A COMPARATIVE STUDY ON MULTI-GENERATIONAL WORKFORCE IN PUBLIC AND PRIVATE SECTOR BANKS

By: Ms. Debajani Palai (2019)

ABSTRACT

The recent study on Multi-Generational Workforce has attracted the researchers to go deep into the matter for development. The agrarian rural society converted into urban & industrial due to industrial revolution & since then workforce diversity has established its base in the organizations. The diversified workforce consists of employees from different age, gender, race, religion, ethnicity & culture. More studies have done on the basis of diversity to ethnicity & gender. One of the most daunting diversity challenge is Generational Diversity which

often goes overlooked & unaddressed. Diversification of workforce on the basis of age is regarded as “Age Diversified Workforce” or “Multi-Generational Workforce”. The Multi-Generational Workforce consists of employees from five different generations. They are “Traditionalists”, “Baby-Boomers”, “Gen-X”, “Millennials” & “Gen-Z” who work side by-side in a common workforce. Traditionalists, the “Greatest Generation” occupy a very smallest portion in the current workforce, born before 1945 (Matre, 2017). They are very famous for their loyalty, commitment & dedication in the organization. The second generation is Baby Boomers, the “Largest Generation” are born in between 1946-64. They are leaders with strong vision, effective managers & determined workers. The next generation is Gen-X who is also known as “Post Boomer” or “Latchkey Kids”, who born in between 1966-85. Xers are self-reliant, technically sound & doubtful towards authority. They are very famous for their loyalty, commitment & dedication in the organization. The second generation is Baby Boomers, the “Largest Generation” are born in between 1946-64. They are leaders with strong vision, effective managers & determined workers. The next generation is Gen-X who is also known as “Post Boomer” or “Latchkey Kids”, who born in between 1966-85. Xers are self-reliant, technically sound & doubtful towards authority. The fourth generation is Gen-Y which is regarded as “Millennials”, “Dot-coms”, “Digital Generation” & “I Generation” born in between 1985-1997. They are always associated with autonomy, technology & multiple tasks. The recent generation entering the workforce is Gen-Z which is also known as “Post Millennials” & “5G”. They are born in between 1997-now (Matre, 2017). They are completely tech savvy & versatile. The U.S. workforce has undergone several changes in 21st century & it has a very significant impact on the workforce of rest of the world as most of the Traditionalists would opt for retirement due to lack of compatibility with advanced technology. Similarly, the growth of labour force is expected to be affected within the next ten years by aging Boomers as they have lower participation as compared to Gen-X & Millennials & the contribution towards participation of Gen-Z is also very low.

The present study on Multi-Generational workforce in both public & private sector banks (Twin-City, Odisha), covers the basic concepts related to Multi-Generational workforce, their presence & importance in organizational set-up. The study throws light towards the issues or challenges faced by banking sector (public & private) while dealing with diversified generations in a common working platform & valuable recommendation are provided. First of all the exploratory research has been conducted & 6 basic factors & 25 variables are identified. The pilot study has done with 65 respondents with structured questionnaire by using Likert’s five-point scale. The Cronbach’s Alpha value for 25 variables is 0.823; which is greater than 0.70 & paved the way for reliability of questionnaire. At the same time both KMO test (to identify adequacy of sampling for factor analysis) & Bartlett’s Sphericity test (to identify whether variables are suitable for categorisation into factors) have been done. The 25 variables are clubbed into 6 principal factors basically i.e. dominant work values, reward & motivation, technology, communication, generational conflict & management perspectives which are analysed. 18 hypotheses are developed & “independent t test” has done. The final study is done with 310 respondents out of which 189 from public sector & 121 from private sector banks. As the study is conducted in Indian context the respondent employees are regarded as Socialists, Liberals, Generation-X & Gen-Y. For the current study, Socialists & Liberals are categorised as “Old Generations” & Gen-X & Gen-Y are categorized

as “New Generations”. The 310 respondents include 162 old generation employees & 148 new generation employees; 181 male employees & 129 female employees. 18 hypothesis are developed & “independent t test” has done. By analysing results, dominant work values, perception towards reward & motivation, technological adaptability, modes of communication are different across generations irrespective of public & private sector banks. Due to such differences generational-conflict or clash across generations is inevitable which the basic issue for banking sector & different generations perceive each other differently on the basis of their working attitude & objectives. But the respondents from both old & new generation irrespective of public or private sector banks have same expectations from management which is principle of equity & fairness, respect for each generation with their uniqueness & platform for knowledge sharing & inter-generational learning. Hence, as it is a great challenge to manage a Multi-Generational workforce with diversified perception & thought, the leaders or managers have to play very dominant role to bring collaboration across generations. The current study comes to an end that by identifying differences across generations & converting those into strength of workforce, focusing on unique thought & ideology & getting leverage out of those, providing adequate training & reverse mentoring programs will be helpful for banking sector to maintain strong inter-personal relation & bring collaboration. As a result the morale of employees & performance will be increased & the Multigenerational workforce will provide competitive advantage to both public & private banking sector.

[22]

ECOSYSTEM, COMPETITION AND REGULATION IN INDIAN MICROFINANCE INDUSTRY: AN INQUIRY INTO CAUSES, CONSEQUENCES & SUSTAINABILITY

By: Debapratim Purkayastha (2017)

ABSTRACT

Access to institutional finance to the disadvantaged groups has remained a challenge for society, government, policy makers, regulators, donors and NGOs for ages. Microfinance has emerged as a promising way to provide this access to the disadvantaged groups and further the objective of financial inclusion and sustainable development. The MFIs working in this industry are still grappling with their own challenges and trade-offs. But this industry still continues to attract new MFIs, who come up with innovative product and service offerings so as to tap a vast untapped clientele base. The broad objective of this study is to examine the nature and consequences of competition and regulatory intervention in the Indian microfinance industry space where the players are struggling with information asymmetry and the presence of diversified institutional objectives. The study is a blend of exploratory, descriptive and causal methodologies, where both qualitative and quantitative data are used to achieve the stated objectives in this dissertation. Empirical examination is based on

secondary data which has been obtained from diverse sources. Apart from the MIX market database, which is the major source of data for this study, I have also gathered data from diversified literatures, reports and news clips.

Using data from diverse sources including the MIX market, I have examined the state of the microfinance ecosystem, structure of the microfinance industry, the effect of competition and regulation on the outcomes of microfinance institutions (MFIs) and devised a loan securitisation model for the sustainability of microfinance institutions. The specific objectives are: (i) to examine the nature and dimensions of the Indian microfinance industry ecosystem, (ii) to examine the characteristics and measure the market structure of the Indian microfinance industry, (iii) to examine the effect of competition on the outreach, loan repayment, efficiency and financial performance of MFIs in the Indian microfinance industry, (iv) to examine the effect of regulatory intervention on the outreach, loan repayment, efficiency and financial performance of MFIs in the Indian microfinance industry, and (v) to design and develop a comprehensive loan securitisation strategy for the sustainability of MFIs in India.

The results obtained from the study are presented sequentially. The results obtained from the study are presented sequentially. First, the ecosystem of MFIs in India is found to have very complex interactions among the numerous actors who are engaged as core product or service providers, facilitators, clients or beneficiaries, resource providers, competitors, complementary organisations, regulators, opponents and influential bystanders. It is also observed that the capital infrastructure and the context-setting factors such as policy and politics, media and economic and social conditions are equally important for the MFIs to survive and flourish. The study has contributed towards understanding the complex dynamics of the ecosystem of MFIs, the market structure of the MFI industry and the effect of competition and regulation on MFIs' outcomes and has extended a loan securitisation model for the financial sustainability of MFIs in India. Based on the findings, it is recommended that (i) a national level comprehensive study be done to understand the reasons for the rising level of non-performing loans and defaults – whether the problem is systemic or idiosyncratic in nature in the Indian MFI industry, (ii) to improve the MFIs' portfolio loan quality there is a stringent regulation on multiple borrowings, system of proper lending need-assessment, loan monitoring system, arrangement for clients' education and motivation and a check on unhealthy competition among the MFIs, (iii) while taking any political decision or designing any government policy or regulatory intervention, authorities should examine the effect of such regulation on the MFI loan portfolio quality. The limitation remains with the fact that the study is restricted to some segments of the MFIs in India. Data non availability for a larger cross-section of MFIs and a longer timeline \and access to proper information on MFIs could be considered as limitations of this study. Further, the data obtained from the MIX market essential dataset might have some limitations, where some of the firms might have supplied window dressed data to the repository. Though the model proposed by me is a comprehensive one for the ecosystem of MFIs in India, it does not capture the complex interactions between the various actors and other factors in the ecosystem. These could provide fertile grounds for future research on the ecosystem for MFIs. The study on the market structure of the MFI industry is not free from limitations. It

is not only the indicators of measuring market structures and features, but also careful MFI schemes, including an analysis of the biggest firms, type of clients, existence of differentiated product and service offerings and larger market effects of industry that are essential for arriving at the proper microfinance industry structure. However, this is beyond the scope of this study. But there is need of a further strategic and financial analysis before a conclusion on the microfinance market structure in India can be arrived at.

This study may trigger an interest among researchers in the field of MFI in an other country context to understand the dimensions of the MFI ecosystem. The outcome of this study may influence researchers and policy makers to understand the effect of regulation and competition in the MFI industry space here in India and abroad. The policy makers may rethink the regulatory intervention in an appropriate manner. As mentioned earlier, the ecosystem model proposed does not capture the complex interactions between the various actors and other factors in the ecosystem. These could provide fertile grounds for future research on the ecosystem for MFIs. Moreover, researches may be motivated to test the various aspects of this model empirically.

[23]

EFFECTIVENESS OF INCLUSIVE TRAINING AT WORKPLACE

By: Deepak Kumar Rout (2019)

ABSTRACT

Employee training is one of the core areas of organizations, which help to achieve organizational sustainability. A trained manpower is always the need of the hour. Human resources are essential part of the organization and they often termed as the persons who have creative abilities, significant knowledge about the work that they are supposed to do and should have adequate skills to handle an unforeseen event, which may affect the organizational productivity. Thus, there is a genuine need for manpower. With the increasing development in information technology and machine-based production activities, the role of employees is also becoming more and more complex. The changing nature of business environment also makes the work more demanding. Today most of the organizations are working in a dynamic environment where competition among the players is significantly high. Organizations need to follow stipulated norms to do the business in any country. Environmental analysis often gives them the idea about market conditions and consumer buying behaviour. It is the demand of the consumers and market conditions which forces the organizations to provide value added products and services best suitable in a specific market conditions. This has raised the demand for skilled manpower which most of the organizations are looking for. If we look at the labour demand and supply then it can be seen that ample supply is there so is the demand for manpower. Therefore, employment is not a problem. The real problem lies with the employability. Manpower availability is not

skilled enough which can be absorbed in the existing workforce. On the other hand, existing labour force also needs continuous up gradation due to the change in business dynamics as well as changing technology. This is the main reason, which describes the need of effective employee training in the organization. The researcher want to identify the inclusive training procedure adopted by companies, To get the opinion of employees who underwent inclusive training programme and to provide suggestions based on findings.

Providing training is an age-old process, which is being practiced by all the organizations. This will not only help to improve the organizational efficiency, it will also help to improve the performance of the employees. Training comes with a cost, because of which proper identification of training need is very much essential in the organization. Companies are adopting various measures to identify the training needs and some of them are very common across the organizations. Traditional training methods are good for developing the skills and knowledge of the employees. However, when it is the case of inclusive training, the nature of the training should be different. In inclusive training, most of the time the primary objective is to address the issues of exclusion that the employees are facing because they are coming from various background. Issues like, gender, caste, clan, language, income, location, status such as citizen or migrants, refugee or internally displaced, person with disability etc. are important to address while dealing with the diverse workforce. Thus, to understand inclusion or inclusive training, there is a need to understand the local market, local sentiments and local barriers. In this study, three companies taken into consideration based on their level of inclusive policies that they are implementing in their respective organization. The study, suggests that among the three organizations, Godrej is in a better position comparatively. Other two public sector organizations are in the process of implementing the inclusive training procedure to create an inclusive and diversified work culture but the steps are not sufficient at this stage. The process, no doubt going to add value as it is already proven in various other organizations throughout the world. A change in mindset may work wonder for these companies. In the end, it is expected to see significant changes in the organizational policies to adopt the necessary changes to excel in growth.

[24]

EFFECT OF INTELLECTUAL CAPITAL AND COMPETITION ON FIRMS' VALUATION, FINANCIAL PERFORMANCE AND COMPETITIVE ADVANTAGE: AN EMPIRICAL INVESTIGATION IN INDIA

By: Debadatta Sahoo (2014)

ABSTRACT

The literature on the role of intellectual capital on firm performance is highly limited to the developed and a few emerging economies in the world. Further, the economy wide integrative studies are not much attempted in any emerging country context as well. Further the

literatures are highly sector specific and limited to a few sectors like information technology, banking and high tech industries in the developing countries. Each country has its unique set of characteristics and India being one of the most recognized developing countries, where service sector (utilizing the extensive intellectual capital) is the driver of the economy. In Indian context, to the best of my knowledge a few studies on intellectual capital and its impact on firm valuation and performance have been attempted which are highly sporadic and limited to the information technology and banking sectors of the economy. The dearth of literature on IC role on firms financial performances and valuation across different industry segments of Indian economy has motivated to carry out this integrative study. In the process, the study has also made an attempt to examine the sectors that derive competitive advantage out of the IC intervention in the Indian economy, where literature is vehemently silent. The role of competition is no doubt immense in shaping the industry and firm, which gets reflected in their firm performance and valuation. How both intellectual capital and competition do shape the firms and industry not much studies are there in the literature especially in Indian context brings up rationale for this study as well. Finally, not much literature studies how Indian firms across the industries have emerged with their financial performance and firm valuation before and after the crisis in the presence of intellectual capital absorption and completion, justifies the present study. Although the intellectual capital absorption and the appropriate response to the competition by the firms are becoming important facets across the Indian industry space and their implication can be immense and even undesirable for the firms and Industry as well. Against this backdrop, this study has made an attempt to examine the role of intellectual capital and competition on firms valuation, firms financial performance and firms competitive advantage. In this manuscript, four broad objectives will be empirically examined : [i] to examine the effect of intellectual capital on firms valuation in general and across the industries in particular [ii] to examine the effect of intellectual capital on firms financial performance in general and across the industries in particular [iii] to examine the effect of intellectual capital on firms competitive advantage in general and across the industries in particular and [iv] to examine the direct and indirect effect of competition on firms valuation, financial performance and competitive advantage. The results suggest that the explanatory power of the individual intellectual capital components (VACA, HCVA and SCVA) observed to be better than the aggregate composite measure (VAIC) in examining the firms valuation, financial performance and competitive advantage. The results also affirm that expenditure on innovative capital and relational capital in some of the cases capture additional information on structural capital and have a positive effect on firms value in contemporaneous, lagged and before and after 2008 financial crisis terms effect terms. Further, in the presence of all the Intellectual Capital components, firms with greater innovative capital (RD/BV) and relational capital (SD/BV) in the ensuing year tends to have higher market-to-book value in the following years proved partially. The study does not support the idea that after controlling for structural capital efficiency of Intellectual Capital efficiency components, firms with greater innovative capital (RD/BV) and relational capital (SD/BV) tends to have higher valuation and financial performances during pre and post 2008 financial crisis in general and across the Indian industries. The results extend the understanding of the role of intellectual capital in creating firms market to book value for companies in Indian economy. The contribution of my study

is broadly three folded: (i) contribution towards value added intellectual capital efficiency literature in broad Indian context, (ii) role of intellectual capital on firm valuation and firms financial performance in the presence of competition would no doubt be a unique contribution and (iii) changing behaviour of intellectual capital efficiency impacted the firms performance before and after 2008 global financial crisis is no doubt a novel idea integrated into the proposed study and (iv) the effect of intellectual capital efficiency on firms performance especially in the context of a set of competitive firms across the different segment of Indian industries may open up opportunities for the further studies. This contribution emerged out of the present study may also help investors, practitioners, regulators and researchers to better understand relationship between intellectual capital efficiency on firm performance in the presence of competition.

[25]

A COMPARATIVE STUDY ON - EMPLOYEE TURNOVER AND ITS IMPACT ON ORGANIZATION: WITH SPECIAL REFERENCE TO TATA STEEL AND HINDALCO

By: Debi Prasad Das (2015)

ABSTRACT

Employees are important assets in any running of a business; without them the business would be unsuccessful. Employee turnover is the process of replacing one worker with another for any reason. A turnover rate is the percentage of employees that a company must replace within a given time period. This rate is a concern to most companies because employee turnover can be a costly expense, especially for lower-paying jobs, which typically have the highest turnover rates. Having an employee leave a company, either because of his or her choice or after being fired or otherwise let go, might require various administrative tasks to be performed and severance pay or other payments made to the employee. Replacing the employee might require such things as advertising the open position, using a so-called head hunter or other service to find potential job candidates, bringing in candidates for interviews and eventually training the new employee.

Employee turnover is always taken as a negative aspect of any business house. It not only affects the production and in long run the profit but also the working culture and learning environment of the corporate sector.

There are several factors that play a vital role in the employee turnover rate of an organisation. These factors can be from the employer side also. Psychological needs like motivation, recognition, performance, monetary benefits, working environment are considered to be main angle for employee turnover. However, in today scenario the corporate houses are clear that an employee with high ambitions and with extremely good knowledge remains with the company for not more than 24 months to 36 months.

The continuous training and positive reinforcement develops an employee to be more committed, competent, consistent, competitive and effective which also in long run plays a very important role in the employee turnover which is result of global competitiveness.

In this scenario, employer may keep their employees motivation and morale in a high degree of satisfaction which also make an employee feel that they are valuable or important to the organisation. This can be achieved by keeping their employees involved in all the activities of the company like decision making, meetings, future planning etc.

Employee turnover has been defined as a permanent movement of the employee beyond the boundary of the organization. Interest in the topic has gained momentum in the recent past among organizational psychologists, economists, and sociologists with different perspectives.

Data was collected from 449 employees of a two well-known steel companies Tata Steel and Hindalco. A 23-item questionnaire was developed to study the relationship of company image, pay satisfaction, nature of work, and nature of peer group, comparison to peer group, inside career opportunities, expectations-reality match and turnover perceptions with intentions to stay. A step wise regression analysis through SPS showed that expectation reality match, length of service, turnover perception and outside career opportunity were responsible for causing intention to stay/quit in both the Organizations. In The only common predictor identified for the two organizations is turnover perception indicating that employee's perception of manpower stability in the organization causes intentions to stay. The findings have implications for redesigning work settings to attract, motivate and retain the best employees. The relationships of some demographic variables like Gender, age and designation were also put to test.

The present paper is an attempt to understand employee turnover of steel companies of Odisha. Chapter-I: Deals with the overview of employee turnover, introduction to employee turnover, reasons of employee turnover. Chapter-II: Deals with review of available literature on earlier studies, the objective of studies, limitations of the study, research Methodology etc. Chapter-III: Explains the portfolio of the research Universe. Chapter-IV: This chapter deals with the data analysis collected from visit. Chapter-V: Deals with findings, suggestions and conclusion

[26]

BRANDING & ITS IMPACT ON THE BUYING BEHAVIOUR OF CUSTOMER OF CEMENT INDUSTRY – A STUDY ON KOLKATA CITY OF WEST BENGAL

By: DIPTENDU KUMAR GHOSH (2015)

ABSTRACT

Cement is a product, which fulfils the basic requirement of the society. The major demand drivers in case of cement industry are obviously the construction sector. Although the sector

has various divisions, mainly the commercial and personal consumption of cement as a product becomes the main driving force of the industry. With such an importance of the industry, the future growth of the economy becomes the main growth engine of the industry as a whole. On the other hand we can say that if the economy grows then the related sectors will also grow and because of this expansion of capacity new infrastructure development will take place. This expansion will automatically increase the demand for the cement. This follows a unique chain of events where it has a direct contribution in the sector itself as well as indirect contribution in other sectors in terms of employment generation, increased income of government, and increase in foreign exchange earnings. Thus, we can say that if the industry is in a position to meet the increased requirement of overall infrastructure development then surely add significant contribution to GDP of the country. Not only that increased demand for cement production may indicate significant investment opportunity in that country which may attract FDIs in related or unrelated sectors where growth opportunities are there. It can be observed in various research reports that demand for cement as a product is exceptionally high in developing as well as less developed countries compared to developed countries. The reason for this kind scenario is quite easy to understand. The developed countries have already reached the saturation point in terms of infrastructure development both in terms of commercial as well as private capacity. Thus, the next big market for growth is emerging countries where full potential of the market is yet to be realized. Thus, today we are observing that most of the developing countries taking leading step in case of increased production of cement by utilizing the exiting capacity or by establishing the new units where the demand is high. The figure shows that India is the second highest producer of cement, just after China where growth of the cement industry is mainly attributed to tremendous development in infrastructure.

The process of developing a brand starts from the first stage i.e. introduction stage. This is the first time when the product comes in front of the consumers. This is the phase where consumer starts realizing the potential of the product or services. At this time the consumer never gives weightage to the product as a brand as the relative merits and demerits of the product are yet to be judged by the consumers. So, at this stage the product remains as a core product whose basic approach is to incorporate the core benefit, which the consumer is supposed to get from it. But only sticking to core benefit will not suffice as the new entrants will try to capture the market with the help of innovative features which may be superior or at par with the existing products. Because of this increased competition the demand for a separate brand image needs to be created so that it will get a permanent position in the mind of the consumer. While doing so, the firm needs to take a differential approach so that it's positioning is different from other players in the market.

[27]

ORGANIC PRODUCTION SYSTEM AND SUSTAINABLE POSITIONING OF KANDHAMAL ORGANIC TURMERIC AND ITS EXPORT OPPORTUNITIES

By: Glory Singh (2018)

ABSTRACT

In order to sustainably develop a country, we must look at the exports in all the sectors. From agriculture to agri-business and from local value chain to the global value chain, should be the natural progression of sustainable agri-business operations.

This thesis broadly revolves around a very critical issue clamouring the entire agri-business operations across globe. To be more precise about this global havoc and crisis the problem statement of the thesis is: “Is forward and backward linkages/intricately designed food chain; resulting in better export opportunities and visibility?”

Kandhamal is one of the special export zones of India. The organic turmeric of Kandhamal is the only non-overlapping special export product from India. Although, there is a high demand of Kandhamal turmeric in the international markets however, the total market share for organic *curcuma longa* is still small. This actually is a great forecast of opportunities. This also calls for better market positioning strategies for economies of scales and economic viability. There is a mix of both quantitative and qualitative methodologies that have been used to analyse the survey data. We considered two constructs for this particular study. Each construct has a different respondent group. So, it accounted for methodological and data triangulation.(awareness of organic production system) quantitative analysis is considered. We have used binary logistic regression (Best, 2009 – uses logistic regression to study farmer’s decisions whether to use organic farming). As, many questions raised in the social sciences involve analysing binary variables.(sustainable positioning); qualitative analysis is done through content analysis and finally the Wilcoxon in signed rank test is used. (As, this test is only used in case of less than 30 respondents. The thesis comprises of a total no of 8 chapters.

Chapter 1- is the brief overview of the thesis. This is the introductory chapter bringing forth the blueprint of the entire thesis. Chapter-2 comprises of the literature reviews and the development of the conceptual frameworks. The chapter vividly discusses the construct and the variables along with the research gap. Chapter-3 comprises of the research methodology used and the formulation of the research questions, research objectives and the research hypothesis. Chapter-4 the survey data is analysed and interpreted and the details of the hypothesis id also observed. Chapter-5 is the findings based on the factors undertaken for the study. The findings are crafted as answers to each research questions taken up for the study. Chapter-6 this chapter comprises the recommendations based on particular themes pulled out of the observed findings of the study. Chapter -7 this chapter discusses the limitations and scope of further research. Chapter -8 this chapter intends to

pull together all the major contributions of this particular study done by the researcher.

The intent of the thesis is to foster an environment of sustainable trade and sustainable livelihood of the tribal farmers growing turmeric. This can only be achieved by strategizing the linkage of the local value chains to the global value chains. The strategizing of the Kandhamal turmeric can be possible by bringing strong trade related intellectual property rights (TRIPS) like geographical indications and sustainable positioning (niche marketing).

Key words: organic production system, sustainable positioning, global value chains

[28]

EXPLORING LEADERSHIP AND NGO EFFECTIVENESS IN BRAC, BANGLADESH

By: Gouranga Chandra Debnath (2019)

ABSTRACT

Research on leadership has been a fascinating area among Organisational Behaviour and Human Resource Management researchers for the impact leaders make. Be it expanding the empire, good governance, success of organisation, or effective management of resources leaders make a difference in the outcome. Large volumes of researches over the years have confirmed that leaders display several traits and behaviours and the styles also differ to suit the situation. The definition of situation ranges from subordinate characteristics, task difficulty, and nature of business to culture of the organisation. Since NGOs substantially differ from for-profit organizations in their nature, culture and the environmental context in which they operate, leadership in NGOs have been viewed differently by researchers and the research in this area has commanded distinct attention of researchers.

Researchers like Haily (2006) have reviewed several literature on NGO leadership and reported that there exists distinct kind of leadership style which is different from the styles found in for-profit organisations. Haily (2006) found that the leaders display either of the following styles: paternalistic, activist, catalytic and managerial. Similarly, several traits of leaders have been identified (see Haily, 2006 and Apostu, 2013). It was also observed by the researchers that leadership styles differed across countries owing to the fact that activities of NGOs are greatly influenced by socio-economic, political and cultural context of the country. Hence, the complex and unique nature of internal and external environment of NGOs still opens the door for future exploration of leadership styles in different cultural context.

The study adopted a qualitative case study method and conducted interviews with 26 managers from top, middle, and lower management level of BRAC. Qualitative content analysis of the interview transcripts yielded several traits and behaviours identified in three different levels of management. However, there was a cluster of behaviours and traits displayed across the levels, and we termed it as inspirational style of leadership. These leaders

were found to be punctual, hardworking, and passionate about their work and prefer to become ideal role model for their subordinates. They adopt a consultative decision making style and give their subordinates lots of autonomy and freedom. Their main aim is to empower their subordinates and see that the goal is achieved on time and quality of work is maintained. We have also identified four dimensions of NGO success as perceived by the leaders: work orientation, culture and governance, operational aspect and HR practices. Although, participants opined about different activities under these dimensions, the emphasis was placed on activities such as working for underprivileged, maintain transparency, meet ethical standards, appropriately manage funds and create an enabling and empowering organisational climate through good HR practices.

The findings have theoretical and practical implications. First, this study identifies a unique leadership style i.e., inspirational leadership style which is an addition to the existing identified styles (servant leadership, paternalistic style, catalytic style, democratic style) in NGOs literature. Second, it identifies the specific leadership attributes and leadership process existing in a successful NGO. Third, it provides glimpses about the organisational structure and governance of a successful NGO which can be a valuable contribution to the existing literature on NGO. Fourth, the NGO effectiveness parameters developed in this study can be used and validated as a measurement tool by quantitative researchers.

Although it was not a conclusive study to give sound recommendations to the organizations, still the findings touch upon vital issues of NGO management which can be the 'take home' for many NGOs striving to put their feet in this sector. Recently it has been realized that the nature of NGO is changing. Their focus of work and working procedure has seen major shift with the changing external environment. The findings of this study can help policy makers of both the successful and unsuccessful NGOs to fill the gaps in their leadership practice. Moreover, the traits and behaviours of leaders of successful NGOs identified here can be a good guide for leadership trainers focusing on NGO sector.

[29]

IMPACT OF MICRO AND SMALL ENTERPRISES IN SOCIOECONOMIC DEVELOPMENT OF ETHIOPIA

By: Mr. Hayleslasie Tsegay Aregawi (2019)

ABSTRACT

The objective of this study is to assess the impact of micro and small enterprises in the socioeconomic development of Tigray, Ethiopia. Smaller manufacturing enterprises are import substitution and the hub of an entrepreneur, recently it paid attention to policy, programs, and packages formulated and amendments. However, the practical implementation of what is happening on the ground, knowledge about the development, the effectiveness of policy evaluation and the constraints make ineffective utilization of an opportunity is unexplained so far. Hence, this study intends to fill the gap by exploring the

impact of program intervention, the association between financing preference and socioeconomic development outcome indicators and constraints as the whole, treated and control group wise and across the subsectors. In this cross-sectional study, data collected through primary and secondary sources from 464 small manufacturing enterprises placed in five urban towns with cluster multistage sampling and distributed self-administrated questionnaires. The study has used descriptive statistics, independent t-test, chi-square test, General Learner Model (MANOVA), binary logistic regression, and propensity score matching with the help of SPSS version 20, and Stata software version 12.

Based on the result of the descriptive statistics, the study found that small manufacturing enterprises have a contribution to improving sales volume, profit, household income, on the mobilization of savings, employment creation, boosting expenditure, social capital, household physical assets, health facilities, educational facilities, financial capital. However, the contribution to innovation and technology transfer is low or at the beginning.

Based on the propensity score matching the estimated result of program intervention helps to improve sales volume, generate employment, improve financial capital, improve social capital, and enhance household income, utilize innovation and technology transfer, mobilizing savings, and to boost expenditure on clothes and food items. Before matching, using a binary logistic regression, the study found that the intervention of the program has a positive effect only on the sales volume, employment creation, social capital, innovation process dimension.

Based on the General Learner Model (GLM) sales volume, household income, mobilization of savings, household expenditure, employment creation, and financial capital significant difference across has financing preference of the owners. On the contrary, as chi-square result found, innovation level, social capital sachers and household assets have no significant differences across has financed preference by owners. While applying PSM, almost in all methods, there is a positive and significant difference between mixes of debt-equity and equity financing in terms of sales volume, the income of household head, savings mobilization, employment creation, consumption, and capital balance.

Before (GLM) and after matching (PSM), using both models, almost did not bring differences (financial capital, human power, mobilize savings, sales volume, income, and expenditure) in the direction as well as the significance level. Therefore, the leveraged financing preference gives more benefit to the mentioned socioeconomic development outcome. Based on the descriptive result, small manufacturing enterprise owners have experienced moderated problems, except finance (major) related to environmental, managerial, marketing, and government-related constraints.

There is no statistically significant difference between treated and control groups on environmental, managerial, marketing, finance, and government-related problems. Small manufacturing enterprise owners engaged in agro-processing, products or chemicals, input for construction, and in minerals and jewellery types of sub-sectors, experienced a major problem in finance-related constraints, whereas, textile and garment sub-sector has faced major problems on managerial and finance related constraints.

Based on the findings, the researcher suggested some recommendations such as providing capacity building training on how owners set price policy and deciding on choosing the best alternatives, facilitating the link with medium and large enterprises to acquire raw materials and to sell their output including NGO's, entrepreneurship centre and research and development organization. As technology comes with the help of research and development, the concerned body should develop local agents' innovation projects. Since almost manufacturing enterprise activities are a power-driven machine, some others require a water supply, and infrastructure, the government should fulfil adequately to alleviate the problems and increase productivity as import substitution sectors.

To increase the accessibility of credit easily, SMEs Bank should be commenced in addition to government subsidize and non-governmental organizations, introducing new services like; trade credit, investment banking, factoring, saving and mutual funds, leasing companies and others to avoid collateral and criteria of financial statements. The Ethiopian government should introduce as risk-sharing mechanisms (credit guarantee fund) which have implemented in Asian and most of the African countries. Setting the minimum ratio of bank loan to micro and small enterprises, and the government should help to introduce best scenarios for captivating the performance of enterprises like abstaining participating in the program and leveraged finances and apply both leveraged financing and participating in the program.

[30]

PERFORMANCE OF REGIONAL RURAL BANKS AFTER AMALGAMATION: A CASE STUDY OF ODISHA

By: JITENDRA KUMAR RAM (2014)

ABSTRACT

Regional Rural Banks (RRBs) form an integral part of the Indian banking system. Though, like any other commercial banks, they were set up to provide banking services to the people, unlike other banks which were handicapped by urbanite culture, Regional Rural Banks were conceptualised as a bank „by the rural people, for the rural people and of the rural people . Service, not the profit, was the motto. But any financial organisation needs to be self-sustaining to flourish and to achieve its social goals. As a part of many reforms measures, to strengthen the RRBs, the Government of India initiated the process of amalgamation in 2005, among the RRBs operating in a state and sponsored by the same commercial bank. As a result of this, the number of RRBs which stood at 196 in March, 2005 reduced to 82 in March, 2010.

In the State of Odisha, at the instance of the Government of India, Cuttack Gramya Bank and Balasore Gramya in January, 2006; Bolangir Anchalik Gramya Bank, Kalahandi Anchalika Gramya Bank and Koraput Panchabati Gramya Bank in July, 2006 and Puri Gramya Bank and Dhenkanal Gramya Bank in August, 2007 were amalgamated to form Kalinga Gramya Bank, Utkal Gramya Bank and Neelachal Gramya Bank respectively.

The process of amalgamation incited the inquisitiveness to make an evaluation on the proposition whether the performance of the RRBs have undergone any change or improvement in the post amalgamation period in comparison to their performance in the pre amalgamation period.

Since no study had been made on the RRBs of Odisha after amalgamation and very few attempts had been made to assess the „service quality“ of the RRBs of Odisha, RRBs of Odisha formed the subject of this case study.

In the study, both primary and secondary data were used. Primary data were collected by way of canvassing questionnaires to the customers of Odisha Gramya Bank in 10 of its branches. Collected data were analysed using SPSS version 16.0 to find out the influence of the factors demographic profile on the service expectation by different customers of the bank. An attempt was also made to find out the satisfaction level of the respondents, with the service of the bank.

Secondary data analysis, which forms a major part of analysis, has been done in two steps. Firstly, judicious selection of appropriate ratios/ indicators (to measure the performance) was made by compiling „Expert Opinion Survey“ results. Secondly, the tool of ratio analysis and a Student's test were applied to assess whether there had been significant difference in the pre and post amalgamation performance of the banks under study.

The analysis primary data provided many important and interesting findings, which would be of immense help to the management and the policy makers in improving the service quality of the banks. One important finding was on the factor that influences the choice of a bank by a customer. Contrary to popular belief that advertisement had great influence over it, it observed that “employees behaviour” and “quality of service” play major role when a customer is selecting a bank for transactions. Similarly, the findings on facilities expected by the customers of a RRB were eye opening. Even most of the rural customers expected advanced and sophisticated facilities like availability of ATMs at branches; air conditioned environment, perking facilities, etc.

To study the financial performance of the banks, the selected ratios / indicators were classified into six groups namely Profitability, Liquidity, Operational Efficiency, Asset Management, Social Commitment and Productivity. The mean value of each ratio was deduced for both pre and post amalgamated period and t-test was applied to verify the hypotheses. Mixed results were found.

Kalinga Gramya Bank has shown improvement only in productivity indicators. Utkal Gramya has shown improvement in all the six indicators of performance measurement. Neelachal Gramya Bank has shown improvement in liquidity, operational efficiency and asset management but negative trend in social commitment.

The present study has much scope for future research. The present study covers a virgin area, as the study was conducted before lapse of considerable time since amalgamation. So the findings are not conclusive. More studies can be made in future to assess the performance of RRBs after amalgamation. The studies will give more accurate result. Only performance of RRBs of Odisha has been studied, inter-state comparison of performance of RRBs can also be made. Perception of employees on the impact of amalgamation also needs to be studied.

[31]

ODIA-ENGLISH CODE SWITCHING: A STUDY OF FORMAL AND FUNCTIONAL FEATURES

By: K.Q Khan (2014)

ABSTRACT

This research is a sociolinguistic study on the aspects of codeswitching in Odia language. It examines the patterns in which the native speakers of Odia in Odisha switch between English and Odia in their everyday conversations. It seeks to delve into the features and factors of this codeswitching. It will strive to answer the 'how' and 'why' questions about Odia-English codeswitching.

The subject of codeswitching has been under study since the beginning of the twentieth century. The analysis of codeswitching is two-fold: Socio-linguistic and Grammatical. Initially, it was dismissed as deviant and random. (Weinreich 1953, 1968). However, the phenomenon was then explained in terms of sociolinguistic conventions. Later on, it came to be observed that intra-sentential codeswitching is governed by syntactic rules that constrained the switch-points to specific morpho-syntactic boundaries instead of random spots.

In the context of Odia and English, which belonged to two different language families and had evolved separately, it was interesting to notice the formation of utterances, either at phrasal or clausal level. The existing conventions that predicted the forms of the sentence parts were found to be validated in the light of compliant structures. In cases of dissonance, the reasons were beyond the grammatical domain.

The functional aspects of the data analysis were carried out on lines of Malik (1994), which suggested a ten-point system which sought to explain why codeswitching took place. Cross-checking with the data obtained from the survey with a questionnaire yielded mixed results. The readings were concentrated to a few common reasons. However, the interview involved explained the low choice of other options in terms of the consciousness with which the speakers codeswitched.

The Codeswitching research of Odia-English mixing gives enough leads and hints on the necessity of deeper study of this area on lines as applied linguistics, speech pathology and communication policy making. It may help the advertising agencies, language conservationists and Odia-language writers to better channel their resources and efforts.

[32]
**AN INTRODUCTION TO THE PROCESS OF
CO-CREATION WITH CUSTOMERS IN PRODUCT
DEVELOPMENT AND SERVICES-STUDY OF
BRANDS IN INDIA**

By: Kumar Mohanty (2017)

ABSTRACT

Sales today is primarily a function of value that the consumer perceives in the product features, attributes, and the entire value chain. Today it is important to ensure a holistic approach to marketing that aligns and integrates all stakeholders including the customer who is an integral part of the value creation and delivery process.

With customers tastes and preferences changing, firms need to adapt themselves to the situation proactively by engaging with the customer through face to face interaction, use of digital and social media to solicit his views on the existing products and suggestions for improvements and considering him as a Co creator of Value.

Ecosystem plays a vital role in the process of co-creation of value. Hence, the focus of most marketers today is to engage with customers from pre sales to post sales and use various tools like Customer Relation Management , online feedback and social media in order to reach out to customers and make them aware of various products and services along with responding to their queries. Accordingly, companies focus on the process of creating special task forces to work upon co creation of value through collating data and studying the changing preferences of customers and competitor moves in the market, analysing customer feedback, implementing best practices and reducing customer dissonance. Listening to customers helps companies to engage effectively with the customers and help increase the process of affiliation between the product and the customer. . With competition increasing most firms tend to create a differentiation in product /service in terms of Value Offering. The differentiation should be such that it is tangible and mutually beneficial for the customer and the firm. Towards creating this differentiation, firms look to engage and collaborate with the customer in the process of co creation of value for both the firm and the customer. Research has shown that companies invest heavily in communication process that facilitates customer cocreation activities and ultimately the firm's growth prospects

This study aims to analyse whether companies in India have been actively involved in the process of co creation and collaboration , what market sensing techniques are adopted by the firm, mechanism of data collection , leveraging customer knowledge and feedback for product innovation /modification. From secondary data collected across the companies in survey and from views of customers and company personnel through a case study approach, this study tries to explore whether the firm engages with the customer in a collaborative manner and treats him as a Co creator of Value , and through this process of Co Creation whether the firm creates a differentiation and a competitive edge.

[33]
**IMPACT OF FORMAL EDUCATION ON
SOCIO-ECONOMIC AND PSYCHOLOGICAL
EMPOWERMENT OF WOMEN IN ODISHA: A STUDY OF
KHORDHA DISTRICT**

By: Lipsa Misra (2018)

ABSTRACT

Women constitute of half the population in India but do not have similar access to resources, employment or income opportunity as men. Concomitantly their contribution to the development of the country is significantly constrained. Disconcertingly, there is still a wide gap in the literacy levels of men and women in India and more so in the state of Odisha, despite the RTE Act. Girls face multidimensional impediments to educational attainment on account of socio cultural, economic and psychological set-backs arising out of years of constant dominion in a primarily patriarchal set up of society. The concept of empowerment involves increasing one's control over productive resources, assets, expanding the freedom of choice and decision making rights within the family as well as beyond it, that would strive towards improvement in the quality of life of self and achieve self-defined goals. Empowerment exists in different facets ranging from economic, social or psychological. This study has been conducted to analyse the interrelationship of these variables in a composite and coherent manner through a conceptual and empirical framework of women empowerment in the Indian context. Total sample of 446 women in the age group of 18 - 50 years were taken from 24 selected villages in Khordha. The urban samples were from the city of Bhubaneswar and Khordha town. Multi stage purposive sampling was adopted and responses were recorded using interview schedules. The results show that on a rural-urban comparison, education level enhances the economic condition of women due to factors like income, gainful employment, land holdings, access to assets, savings and expenditure. Educated women display better child care, immunisation of children and maintenance health records. Access to health care in rural areas is poor compared to urban areas and women have to travel some distance to reach health care centres.

Empowerment of women was also measured on similar variables based on the 'core-periphery' model. The education level was a differentiating factor in the income and expenditure level of respondents of the two districts. Scales to measure empowerment have been developed and validated applying Structural Equation Modelling (SEM). The scales show significant factor loadings on all items, sample adequacy, high Cronbach reliability Education was found to enhance economic empowerment (CR=1.820; $p < .06$) and social perception (CR= 2.251; $p < .02$). However, it neither influences the psychological empowerment nor decision making directly. It was observed that economic empowerment has enhanced decision making (CR=1.947; $p < .05$) and psychological empowerment (CR=2.318; $p < .02$).

The roadblocks to education and empowerment of women in the context have been addressed in this study. Creating employment opportunities for low skilled uneducated female workers

in rural parts through the MNREGA and skill inculcations in educated girls can be potent initiatives in providing employment to women and girls. Greater devolution of funds for woman specific programmes, adequate allocation in gender budgeting and better monitoring of utilisation of funds can also effective tools for employment, empowerment and reducing entrenched gender gaps. This study can be a torch bearer for triggering institutional initiative and public policy intervention for greater empowerment of women. Significance of the research lies in highlighting that women's education plays a relatively dominant role in capability building and development. The study has not considered aspects like cultural implications and birth order or personality traits in assessing women empowerment.

[34]
**A STUDY ON BANKING BEHAVIOUR OF ACCOUNT
HOLDERS UNDER PRADHAN MANTRI JAN DHAN
YOJANA (PMJDY)**

By: Manoranjan Bhuyan (2019)

ABSTRACT

At present, India is one of the fastest growing economies in the world. India has been self sufficient in food. But it is also a fact that hunger still hunts stomach of many poor. Still a sizeable population is living below poverty line. Inequality is as critical an issue as poverty. Growth to be sustainable must be inclusive, where everybody participates in the development process. Poor at the bottom should become a part of the growth story. The bottom of the pyramid ensures the true resilience in a developmental journey. Research has shown that existing inequalities and financial exclusion are barriers to empowerment. Individuals lacking access to formal financial system find it difficult to contribute to the growth process. Out of the many ways to reduce poverty and inequality, Financial Inclusion (FI) is one of the critical starting points. Many countries around the world have started realizing critical role of financial inclusion and have started incorporating it in their policy frameworks by chalking out programmes for quicker access, easy availability and convenient use of formal financial system in a more inclusive way.

Pradhan Mantri Jan Dhan Yojana (PMJDY) is a unique financial inclusion initiative by the present government in India for providing access to various basic financial products and services like Savings deposit, credit, remittance, insurance and pension coupled with inputs on financial literacy to the unbanked people so that they get included in to the mainstream financial system. So far around 328 million (progress report 3rd Oct 2018 source www.pmjdy.gov.in) people have been included to the financial system through PMJDY. No doubt the sheer number speaks volumes about the programme. A poor by opening an account through Jan Dhan Programme may get an access to the financial system but it has no meaning to him, if he fails to see any improvement in his financial wellbeing.

The purpose of this study is to explore how PMJDY has been able to influence the banking behaviour of the people who entered the banking channel through this unique financial inclusion programme. Opening of an account is the entry point of access to the banking system. But is maintaining of an account itself a sufficient condition to label the customer as a financially well off person? Technology has changed the face of banking and the way the products and services are delivered. Can a person operate in the contemporary banking environment without awareness about the technology as well as products and services? Does awareness impact intention of a customer to use the products and services? Even after securing access, have these account holders developed proper attitude for using the formal financial system for their financial growth? Does the programme enhance the confidence level of customers? Has their intention to use the products and services have influenced their banking behaviour? All these questions have serious implications in the context of analysing the impact of the programme in influencing the banking behaviour of account holders covered through this unique financial inclusion programme

Odisha is one of the fertile states for undertaking any research work on financial inclusion because of its socio economic and demographic profile and varied forms of poverty. The data in respect of 453 account holders covering eighteen out of thirty districts of Odisha are collected via interviewer-administered questionnaire using a stratified random sampling technique. Data are analysed using various statistical tools to assess the impact of PMJDY in influencing the banking behaviour of account holders who got included to formal financial system through financial inclusion programme.

The study finds that while the programme has positively impacted the attitude of account holders, lack of awareness about credit products coupled with trust deficit to get timely loans from banks act as a major barrier. Also, it may perpetuate their age old relationship with money lenders thereby defeating the very purpose of Jan Dhan programme. Similarly while the programme has facilitated their banking behaviour by familiarizing them with technology thereby enhancing their confidence level, discomfort in using mobile banking will remain as a road block in their digital journey. While service providers have been able to facilitate their meaningful induction to the formal financial system, delay in services and non availability of loans for emergency purposes will make them vulnerable in their new found relationship with banks. Going beyond deposits and withdrawals, the true experience of joining formal banking requires account holders' higher engagement with variety of products and services offered under the programme.

Various Surveys have been conducted by national and international agencies to assess the impact of financial inclusion programmes in different countries around the world. The present study is a modest attempt to assess the impact of PMJDY on banking behaviour of account holders in terms of analysing their attitude, confidence, financial awareness level and behavioural intention. As a pioneering study, it is expected to provide some insights to all the stake holders in financial inclusion space in general and Jan Dhan programme in particular so that appropriate intervention strategies are formulated to bring about desired change in banking behaviour of poor, marginalized and underprivileged people of India who need to be empowered through the programme to realize their full potential, achieve financial well being and become equal partners in our journey of inclusive growth.

The study also provides future research directions to have more engrossing and meaningful studies for bringing about qualitative changes in the financial health of unbanked people all around the world.

[35]
**EFFECT OF INVENTORY MANAGEMENT PRACTICES ON
ORGANIZATIONAL PERFORMANCE IN ETHIOPIAN
UNIVERSITIES**

By: Mr. Mengistu GulitiBuba (2019)

ABSTRACT

The purpose of this study was to assess the effect of inventory management practices on organizations performance of some selected universities in Amhara region, Ethiopia. In recent years, many firms in the world have faced several challenges particularly in inventory management, thus affecting their operational performance. After developing the conceptual framework, identifying the constructs and finalizing the questionnaire based on a good reliability obtained during the pilot study, it was decided that the survey would be conducted in the study area. A total of 304 responses were collected. The sampling design used in this study was random sampling with a technique of stratified random sampling technique. A quantitative approach using SPSS were used to analyse the data collected. Both descriptive statistics like percentage, frequency, mean, standard deviations and inferential statistics such as regression and correlation analysis were used to tests the hypotheses and answer the research questions. From the research findings, the study concluded that all the independent variables studied have a significant effect on organizations performance as shown by strong coefficient of correlation and regression with a p value less than 0.01. The overall effect of the analysed factors or variables was positive as indicated by coefficient of determination. This indicates that the studied independent variables have significant effect on influencing the organizations performance of those universities. The multiple regression analysis reveals that those independent variables namely: good policies and procedures, proper documentation, employee skill, inventory management techniques, proper funding, and warehouse operation efficiency explained statistically significant portion of the variance associated with the extent of organizations performance. The research study establish that those universities should embrace effective inventory management practice this is because of effective management of inventory has overall effect on enhancing organizations performance. The study further concluded that employee skill and proper documentations plays the most significant role in influencing the organizations performance of those selected universities. Since inventory accounts a huge capital of an organization those universities need to have a good management in the overall flow of its resource from initial purchase through final usage. Those universities should have prompt and accurate recording of every inventory in the university. There should be professionally qualified staffs in the university to properly safeguard inventory. Those universities should hold as little inventory as possible

and make their organizations run well and even determine how much they do have in their store and determine for how long it will serve them.

Keywords: Inventory, Inventory Cost, Inventory Management, Proper documentation, Recording, Policies & Procedures, Stock, Storage

[36]
**TRANSFORMATION FROM CLASS BANKING TO
MASS BANKING THROUGH PRADHAN MANTRI
JAN – DHAN YOJANA (PMJDY)**

By: M.R. Pani (2017)

ABSTRACT

Indian banking sector has a rich history and heritage. Banking is a business in financial intermediation where one group of people deposits money with the bank and other group utilizes the same money by availing loan from the bank for income generating activities. The growth of an economy largely depends on the level of economic development. The performance of the financial sector adds value in terms of overall economic growth that a country aims at. Traditionally, the role of banking sector was restricted to provide finance to the needy sectors but lack of access to the finance sectors often created obstacles for the desired growth level. In most of the developing countries, access to finance is a problem. As is usually seen, bank lending is clearly biased to those borrowers who provide collaterals and therefore considered bankable. Due to scarcity of funds, credit starved people often borrow from unorganized players at usurious rates. With changing times, demand for certain other types of financial products have also emerged slowly. India is a developing economy where all the sectors have not yet been able to derive benefits of banking services which would have helped a rapid growth of the economy.

The basic functions of a bank can be summarized as follows:

To provide safety to the savings of customers, To create credit and increase supply of money, To encourage public confidence in the financial system, To mobilize the savings of public, To increase its network so as to reach every segment of the society, To provide financial services to all customers irrespective of their level of income, To bring in social equity by providing financial services to every stratum of the society The concept of financial inclusion is quite old in India but it has changed its nature and dimensions at different phases in the past. The establishment of Regional Rural Banks, cooperative societies, primary agricultural societies and introduction of priority sector credit guidelines are some of the state led initiatives which predominantly played an important role to develop a sound financial infrastructure for the betterment of the poor and vulnerable sections of society associated with agricultural sector and other allied sectors. But over the years it has been suggested in various literatures that the core aim of this type of financial inclusion may not be able to uplift the livelihood of the poor to an appreciable extent. So, time has come to think about a new approach to

implement the financial inclusion programmes. A paradigm shift can be expected as the very nature of the inclusion may change considerably over a period of time. Today, the inclusion is not restricted to any one sector; rather it targets human beings as a whole as part of the financial inclusion programmes. As most of the people are moving away from traditional farming activities to other jobs both in organized as well unorganized sectors, time has come to examine critically the rationality of providing credit only to agricultural sector at a subsidized rate. Other emerging sectors can become part of that where prospects of income generating opportunities are more. More importantly people's demands for diverse nature of financial products have also raised the level of expectations from financial service providers. Increasing level of literacy may be one of the primary reasons for this kind of changes.

So financial inclusion can be re-defined as a method through which financial institutions are to provide different types of financial products including credit. Too much focus on credit will lead to inefficient distribution of resources and if the credit has not been utilized in income generating activities then surely rural people will not be able to come out from poverty traps. Thus, through financial inclusion a package of products can be developed which not only help to improve the livelihood of the poor people, it will also be able to help them to face any kind of contingencies.

Given the massive drawbacks of the previous programmes, the Government of India has introduced a plan for financial inclusion and named it as "Pradhan Mantri Jan Dhan Yojana" (PMJDY). The programme was announced and inaugurated on 15th August, 2014 and has started the operation on 28th August, 2014. The initial target was to open bank accounts amounting to 7.5 crores by January, 2015 but most of the banks have overachieved the target and have been able to open 13 crore bank accounts within the stipulated deadline. PMJDY is a technology based financial inclusion programme implemented by the government. Unlike other financial inclusion programmes, the objective here is not to cover the rural population only. It covers both rural as well as urban population. The push based strategy helped to move the things ahead. The major challenges as faced by the previous programmes were to keep the accounts active. To deal with this issue the government has decided to link transfer of various direct benefits social welfare schemes with the accounts. As the target is not to cover any specific geographical area, the system is able to capture households who do not have bank accounts or access to any kind of financial services. The wide application of technology like RuPay debit card, mobile banking facilities, and e - KYC also helped the process to go smoothly. As there were monitoring problems in the previous programmes, these facilities help to track the implementation properly.

The key benefits of PMJDY can be Direct Benefit Transfer, Insurance Benefits, Loan Benefits, and Mobile Banking Facility. The Objectives of the Study is to examine the various causes of financial exclusion in the study area, to ascertain the perception about PMJDY in the study districts and to know the implementation of PMJDY.

To get a detailed idea about the above mentioned objectives, a detailed study has been conducted in the study area. The response has been analysed and the hypotheses developed for the study purposes are analysed accordingly.

[37]
**A STUDY ON WORK LIFE BALANCE OF WORKING
COUPLES IN PRIVATE SECTOR ORGANIZATIONS**

By: Mitu Agarwal (2016)

ABSTRACT

Work Life Balance (WLB) was not a great topic of discussion until recently, as there was an existence of typical psychological barrier in the society. The barrier has two different dimensions. Main dimension was obviously related to who are the earning members of the household and who will take care of the household. The male dominated society developed an atmosphere where male worked to earn money and the female members would take care of the household. But the situation has taken its own shape, with increasing pressure of globalized environment where both the members of the household are working to make their livelihood more meaningful. The traditional joint family system, which was pre – dominant in most of the developing countries including India, has also witnessed the sudden flux of working couple to maintain the increasing cost of living. Today, they are no more individual working members, rather working couples who are considered as a single unit and trying to improve the standard of living to a great extent. This increasing pressure of work and 24 x 7 working environment has enabled to develop a concept which most of the people termed it as WLB or Work Life Balance. Today, people are more focused on their career and because of this, sometimes, they are forced to concentrate on their jobs only, which sometimes create social disturbances. Hence the concept of Work life balance has its own nature of importance and has a strong linkage with the society as well as personal lives of individual members of the society. The major concern that may arise in this regard is obviously related to type of jobs that the individual members are doing or the sectors they belong to. In some of sectors the wages are so low that it is difficult to survive in a very competitive working environment. The increasing pressure of unemployment has also created a burden not only for the economy but also for the prospective or existing entities of various organizations. This has probably for the first time has raised the concept of Work Life Balance, a new mechanism, that most of the prominent players in their respective sectors have started introducing for the first time. Today, employees are treated as an asset and they are basically the face of the company. Unless and until the employee group is not motivated enough, then surely it will dilute the entire process of development mechanism.

In today's society, Work life balance has become a buzz word, as from individuals to families and corporate to societies, everybody is talking about it. Organizations, either small or big conglomerates, are trying their best to keep their employees satisfied and happy, as happy workers are the productive workers of the organization. In the last four decades, there has been an increased focus on work life balance which can be due to change in the income and family structures like double income families, small and nuclear families, single parent and increased participation of women in the workforce.

The social support can be further linked to emotional and instrumental support that the human being is looking for. It has a direct response towards behaviour of employees who

are directly involved in day to day household activities, such as relieving the employee of household tasks or otherwise accommodating the employee's work requirements. This allows the family member to ample opportunities to focus on his/her time and preserve energy for work when it might otherwise be scarce; suggesting that it positively influences the individual's functioning at work. The role of workplace support is another dimension which can't be ignored. Each employee is working in a specific working environment and it is the duty and responsibility of the supervisors to correctly understand the specific balancing requirement between professional and family life and adequate modifications can be made to accommodate any particular employee to fulfil his or her family commitment. The group should be active enough in this regard so that the said mechanism should not disturb the work schedule of the organization but can provide sufficient value addition in terms of work life balance and employee motivation. This may have a long term impact where the satisfied employees may stay with the organization for a long period of time. To implement the work life balance programme the organizations need to think cautiously to understand the specific requirement of employees. Individual preferences may not be entertained but most of the employees may opt for some common benefits which the organization can provide easily without incurring much cost. Some of the benefits which the organization offers may be like job sharing, part time return to work option, flexitime, unpaid family leave, parental leave dependent care services, child care leave etc.

The effects of implementing organizational strategies with the help of work life balance practices have a positive impact on attitudes and perceptions like job satisfaction, job enrichment; organizational commitment, satisfactory employee retention rate etc. may help to build a strong organizational culture. But the costs associated with it are very difficult to calculate as the actual benefits can never be estimated. Still the organizations should not compromise with it and take necessary steps to implement the same.

The present study entirely focuses on the hospital industries and the employees working in various privately run hospitals situated in Bhubaneswar, the capital city of Odisha. The aim of the study is to see and understand how the existing job norms may affect the work life balance of the married couples. The healthcare industries have its own sets of objectives to serve the people and being part of essential services, it has its own characteristics. Like different states of India, Odisha also suffers from lack of government initiatives related to providing healthcare services to each and every parts of the state. Some of the backward states still do not have the adequate healthcare facilities and at the most basic and primary services are available in those sectors. As healthcare sector is most important part of providing basic amenities to the people of Odisha, it needs serious attention from all the stakeholders. Although, the expansion of private sector hospitals are increasing the same may not be adequate for the people living below poverty line. It has been observed that most of the time these hospitals are operating in a place where people can avail the high cost healthcare systems and high concentration of the same in a specific locality thus increased the level of competition among the existing players increased the bargaining power of the employees working in those hospitals. This may be a trivial issue for the organizations as retaining manpower is a concern for them. Along with the normal HR policies, these organizations may think of implementing various other measures to boost up the morale of the employees.

[38]

DESIGNING A COURSE IN SPOKEN ENGLISH FOR THE UNDERGRADUATE LEARNERS OF ENGLISH IN YEMEN

By: M.A.I. GUBAILY (2012)

ABSTRACT

The study attempts to develop the oral skills of the Yemeni learners of English for many reasons. English is the most widely spoken language in the world. A great number of non-English speakers as well as native speakers use English as an important medium of International communication in every part of the world. English is no longer the language used solely in English speaking countries; rather it is internationally used. No developing country can ignore the role of spoken English in improving its international profile prominence. Yemen is no exception.

However, teaching oral skills in Yemen presents a dismal picture. There is a misconception of teaching these skills. Over the last two decades, oral skills have been taught in a very monotonous and traditional way. These are viewed as mere teaching of the segmental and suprasegmental aspects of language. Much emphasis is laid on teaching the accurate pronunciation of words independently, not in context. Listening and speaking skills are bypassed. Hardly any attention is given to them. This misconception has its negative impact on the education in Yemen in general. Students at the secondary level as well as the tertiary level are unable to express their thoughts and fail to engage in real communicative situations. It is possible for people to pronounce sounds and words correctly but still unable to communicate their ideas appropriately and effectively. On the other hand, people can make numerous errors in both phonology and syntax and yet succeed in expressing them fairly clearly. Therefore, teaching pronunciation independently will not make fluent speakers of English. It must be undertaken in conjunction with listening and speaking skills.

Furthermore, the courses used for teaching spoken English are structure-oriented. They do not engage students in real and interactive use of language. The learner's role is confined to repetition and choral drills activities. This fact makes our students lose interest in learning and drives them mad with monotony. Besides, there are some other courses which incorporate some communicative aspects along with the teaching of pronunciation but such courses are not designed to suit the Yemeni learners of English, since they are borrowed from the western countries where English is taught as the first language. They are culturally and socially inappropriate for the Yemeni context.

Designing a course in spoken English has, therefore, become a necessity to tackle these problems and to enhance the proficiency of our learners in the oral communication skills to keep them up with progress. Therefore, the researcher has taken up the responsibility of preparing materials for teaching the oral skills taking into consideration the assumption that the interactive and communicative teaching of pronunciation in conjunction with listening and speaking skills, taking into account the needs, problems, interests and the cultural background of the Yemeni learners competent and fluent users of English.

[39]

A COMPARATIVE STUDY ON WORKING AND LIVING CONDITION OF WORKERS IN ORGANIZED AND UNORGANISED SECTOR

By: Sri. NarayanTripathy (2018)

ABSTRACT

The working population of India is mainly working in two segments, viz. organize sector and unorganized sector and it is noticed that contribution of unorganized economy is more in terms of economic well-being of the country and nearly 90% of the total workforce is directly or indirectly engaged in unorganized sectors to maintain their livelihood. The living and working conditions of the workers are judged using a questionnaire and collecting data from the target respondents. Fourteen different statements have been framed and used to judge the opinion of the workers engaged in these two sectors. With the help of t test technique each of the response to these statements are examined and the results are enumerated subsequently. The study reveals that irrespective of the sector where they are working, some of the factors are common in nature. Factors like lack of fund for education for the children, unhygienic workplaces, lack of training, lack of technology enabled services, inadequate compensation, job insecurity etc. are important and quite common in both the sectors. Even though the organized sector workers are in better position compared to unorganized sector, still they are also facing the heat related to job insecurity and uncertainty. Lack of income generating opportunities in rural areas is another reason that is forcing a section of the workforce to move from one place to another in search of better employment opportunities.

The thesis identified some basic areas where both the organized and unorganized sector can work. It is identified that women participation in the unorganized sector is more and they are exploited in various ways. Most of the time women members are participating in household works for which they are not being paid. This is an area where adequate care should be given. Skill gap among the employees are quite high among the employees of both the groups. Skill upgradation is must for the employees, as it will help to improve the productivity. Cost is an important factor but it will certainly give long-term benefits. There are various government sponsored skill development training are going on and the organizations can take the benefits of the same. There is a need to make necessary changes in the existing labour laws as well. It is a fact that most of the organizations are taking contractual roots to avoid the existing labour laws, which are more beneficial for the workers. If more and more sectors are in the unorganized sector, then the exploitation of the workforce will continue. On the other hand, organizations in the unorganized sectors are not entitled to get any kind of benefits, credit and working capital, government subsidies. Considering this aspect proper regulation may be developed for the growth of the unorganized sector. On the contrary, organized sectors are create adequate facilities at their workplace so that they are able to retain the best talents available in the market. It is important to understand

that if the employees are satisfied then only they are going to deliver as per the expectation. The thesis also suggested that adequate facilities might be developed at the rural areas to stop migration of the people to nearest urban areas.

Both organized and unorganized sectors are integral part of the economy. Countries like India, the percentage contribution of unorganized sector will be more as it has the capacity to absorb a large scale of unskilled manpower. This may be helpful to reduce the rate of unemployment but in the long – run it will have a negative impact on the long - term growth on the economy. Total changeover of existing system may not be possible; but a change in working and living conditions may be possible provided the adequate policy measures are taken into considerations. Involvements of all the stakeholders are equally important. Neither it is possible for the government to implement all the necessary changes nor it is possible adopt all the changes suggested in the thesis. This thesis may provide a guideline to bring parity among the sectors. Along with the government, other stakeholders should also participate in this change over process so that a new model can be developed. The new system will help to create growth of the organization as well as growth of the workforce and more precisely, it will help to improve the growth of the economy.

[40]

A COMPARATIVE STUDY ON MENTAL WELL-BEING OF IT PROFESSIONALS IN PUBLIC AND PRIVATE SECTOR OF BHUBANESWAR

By: Ms. Nidhi Garg (2019)

ABSTRACT

Mental well-being encompasses emotional and spiritual well-being of people and safeguards them against mental illness. WHO (2017) points out at the deteriorating mental health of millions of Indians suffering from depression and anxiety. Mental Health disorders are associated with workplace stress and it is true in Indian IT industries. The present research aimed at finding out the role of Institution, Gender and Cadre on stress, self-concept, emotional intelligence and mental well-being of IT professionals. It adopted 2x2x2 design having Institutions (Private and Public), Gender (male and female) and Cadre (senior and junior). The sample comprised of 240 IT professionals selected through purposive sampling. The stress scale, self-concept scale, emotional quotient test and well-being scale were used. ANOVA, correlation and regression were used for data analysis.

The findings showed the main effect of Institution, Gender and Cadre on stress, self-concept, emotional intelligence and mental well-being. IT professionals in private sector experienced greater amount of stress, had higher self-concept and emotional intelligence compared to the public IT professionals. However, the mental well-being of professionals in public sector was higher than those in private sector. Female IT professionals experienced higher level of stress but the males were better in their self-concept, emotional intelligence and mental

well-being than the females. With regard to Cadre, Junior cadre professionals experienced higher level of stress compared to their senior counterparts. However, with regard to self-concept, emotional intelligence and mental well-being senior cadre IT professionals had higher scores than those in junior cadre. Interaction effect of Institution x Gender revealed that the private sector female IT professionals had the highest level of stress scores and emotional intelligence compared to the private sector males. With regard to self-concept, male and female IT professionals serving in private and public institutions were comparable. Mental well-being of the public sector male professionals exceeded the public and private sector females and private sector males. Institution x Cadre interaction indicated the private sector junior cadre IT professionals had higher level of stress as well as emotional intelligence than those serving in private and public sector senior cadre and public sector junior cadre. On the contrary, public sector senior cadre IT professionals had the highest level of mental well-being than those in public sector junior cadre, and private sectors senior as well as junior cadre IT professionals. Though, their self-concept remained the same across institution and cadre. Gender x Cadre interaction showed that junior cadre female professionals experienced the highest level of stress. Self-concept and mental well-being were higher among senior cadre males than senior cadre females; junior cadre males and females. Further female professionals had the highest level of emotional intelligence across Gender and Cadre. Moreover, public sector senior cadre males had greater emotional intelligence and mental well-being than other professionals across Institution, Gender and Cadre. Stress had a significant negative relationship with self-concept, emotional intelligence and mental well-being among IT professionals across Institutions, Gender and Cadre. However, there were significant positive intercorrelation among self-concept, emotional intelligence and mental well-being of professionals across Institutions, Gender and Cadre. Regression analysis revealed that stress, self-concept and emotional intelligence as predictors significantly predicted the mental well-being of the IT professionals. The study implicated well-planned intervention programs to enhance the mental well-being of the Indian IT professionals.

[41]

THE IMPACT OF BEHAVIOURAL BIASES ON INVESTMENT IN CAPITAL MARKET: A STUDY OF INDIVIDUAL INVESTORS IN EASTERN INDIA

By: Nidhi Kumari (2017)

ABSTRACT

In the past two decades, behavioural finance, a new paradigm of finance gained momentum on the foundation of conventional finance. An ongoing debate between behavioural theorists and conventional theorists provides scope for investigation into the changing landscape of investment behaviour. Behavioural finance deals with the impact of psychological factors on investment decisions. It deviates from the assumption of rationality and can explain how an investor takes investment decisions. In the changing investment scenario and extreme

volatility in the capital market, investors do not conform to rational thinking and reflect numerous biases. Therefore, studying how psychology plays an important role in investment decisions becomes imperative.

Researchers have investigated the role of behavioural finance and its implications on investors and financial markets at both micro and macro level. Extant literature has documented plausible reasons for deviation from approaches guided by conventional financial theories. However, more study needs to be done in India on this phenomenon. This thesis has focused on three major parts of a review of literature, (a) deviation from rational investment decisions, (b) drivers of behavioural biases and (c) establishing relationship between drivers of behavioural biases and investment decision.

Based on the extensive review of literature, the key question that came for perusal- do individual investors' exhibit deviation from rational investment decision making based on conventional finance approaches? To explore further into the problem, three biases have been studied, a) overconfidence bias b) herd behaviour bias and c) risk tolerance bias. The objective of the thesis is to examine the impact of these three biases on the extent of investment in the capital market pertaining to Eastern India. As studies are sparse in the Indian context and individual investors are less proficient than institutional investors, studying their behavioural pattern by using primary data would serve to gain deeper insights into the dynamics of investment decisions. Furthermore, three hypotheses were verified to examine the impact of overconfidence bias, herd behaviour bias and risk tolerance bias on the extent of investment in the capital market.

Accordingly, four states of Eastern India: Odisha, West Bengal, Jharkhand and Bihar have been taken into consideration as the scope of research. Studying the investment behaviour of investors in these segments would represent the overall behaviour of Entire East India. A survey using a structured questionnaire was conducted on 385 investors of different segments of the capital market. The thesis work was conducted from July 2014 to July 2017.

The analysis of data was done using factor analysis, correlation and regression. Principal factor analysis was done to reduce the number of factors from a large set of variables. The reliability of the data was checked to measure the internal consistency among the variables using Cronbach alpha (α). To test the validity of the instruments used, both content validity and convergent validity were checked. The content validity was checked as the measurement scales were borrowed from the preceding studies. To measure the convergent validity of the scale, factor analysis was performed to check whether the theoretical measures of the construct were related to each other. Correlation was done to assess the relationship among the constructs. Consequently, linear regression was performed to measure how the overconfidence bias, herd behaviour bias and risk tolerance bias predicts the extent of investment in the capital market. Which of the three biases significantly predicts the extent of investment in capital market?

The findings of the study revealed that overconfidence bias, herd behaviour bias and risk tolerance bias have a positive and strong impact on the extent of investment in capital market. Risk tolerance bias has found to be the most significant bias that affects the extent of investment. A moderate and positive correlation was found among overconfidence bias,

herd behaviour bias, risk tolerance bias and the extent of investment in capital market. There was a strong influence of overconfidence bias and herd behaviour bias on investment decisions. The various factors derived from the factor analysis as against the three biases reflect strong predictability to explain variation in the investment decision.

To conclude, the study contributes to the theory in relation to overconfidence bias, herd behaviour bias and risk tolerance bias and helps to gain insights into the significance of behavioural biases on the investment decision of investors in India. It throws a light on the investment behaviour that is driven by the behavioural dimensions and proves the proposition that there is a deviation from conventional theories due to the impact of behavioural and psychological factors. To reaffirm, the investment behaviour on capital market cannot be ignored anymore. It lends credence to the importance of studying behavioural aspects of Indian investors in the capital market. Conversely, application of behavioural finance would help to understand the deeper application of bias in investment scenario.

[42]

HOME LOAN PORTFOLIO – A STUDY ON INDIAN PUBLIC SECTOR BANKS

By: Nihar Ranjan Samal (2018)

ABSTRACT

The main objectives of this research are many fold. First, we try to find the nature of residential housing demand at present in India and estimate the major factors that drive the residential housing demand. Second, we correlate existing profile of housing loan borrowers of selected banks and housing finance companies to understand the relationship between borrower characteristics and loan parameters etc. Third, we try to investigate how demographic and situational factors such as employment status, family type, income level, locations affect the perception of beneficiaries so also of bankers towards the home loan portfolios. In order to accomplish the above objectives, we use primary data from bankers and customers collected from various sources to examine the determinants of performance of home loan in India. In doing so, we used various descriptive statistics tools, correlation analysis, regression analysis, factor analysis and one way analysis of variance to realize the research objectives and arrive at a meaningful conclusion. The primary contribution of the research delineated in this thesis is to demonstrate the importance of borrower specific characteristics as well as perception of bankers in determining the effectiveness of home loan portfolio developed by public sector banks in India. From this study firstly, we concluded that in the post liberalized era where multiple number of private and foreign players are available to cater the home loan need of customers in India, public sector banks were most preferred by a home loan seeker. Secondly it was concluded that behaviour of a banker is highly prioritized over the other dimensions like repayment period, loan amount and the

rate of interest etc. while selecting a bank for availing the home loan facility. Thirdly, we also concluded that the tax benefit is the most important reason for availing a home loan from a public sector bank and repayment in easy instalments is the least important reason for availing a home loan from public sector banks.

Our findings cannot be generalized to the entire banking industry of India. However, caution should be taken in interpreting the results. It must be noted that the home loan portfolio of public sector banks does not directly depend on perception and opinion of customers and bankers alone but moderated by the bank's strategies, RBI policies and others. Conclusively, this study shows that opinion of customer and perception of banker have strong and statistical impact on the home loan portfolio of public sector banks in India, though not uniform across the selected demographic profile of the consumers and bankers.

[43]

DYNAMICS OF MOBILE BANKING ADOPTION BEHAVIOR IN NORTH EASTERN STATES OF INDIA

By: Nirmalya Debnath (2018)

ABSTRACT

Internet technology has been playing a significant role in fulfilling the aim of cashless transaction. However, in case of rural areas due to the unavailability or lack of availability of banking services facility; mobile phone is playing a major role to connect with the banking services for undergoing financial transactions in less time and expenses. But the challenge lies in the mind-set of the customers who had been undergoing with a traditional mind set to avail the banking services in terms of their physical presence in the bank. Even though the rate of availing financial services through various banking channels is huge in number but in case of online banking especially when it comes to mobile; is quite negligible in percentage which is less than 3 per cent in case of North East India (SBI, 2016). Banks are investing heavily in mobile banking technology to provide banking services ubiquitously.

The adoption of mobile banking services might synergize the way people do banking today. It will not only save the time and cost of the users; rather it would suffice by providing some additional benefits like SMS alert, various scheme related information, booking of tickets, purchasing of goods and many more.

It has been found that in case of metropolitan cities the rate of adoption of mobile banking is higher as compare to tier 2 and tier 3 cities. In the present research tier 2 and tier 3 cities like Shillong (Capital of Meghalaya), Agartala (Capital of Tripura) and Silchar (Prominent business city in the state of Assam) which are belonging to the North Eastern part of India have been considered. It is also require mentioning here that this region is very much isolated in its geographic location because the area is mostly based on a mix of tribal and non-tribal population and their views might differ with the people of the other part of the country.

Hence to understand if there is any change of view prevails in the mind of such consumer belonging to this North Eastern part of India; an attempt has been taken to find and analyse the factors responsible for the adoption of mobile banking and also to understand if there is any difference in the behaviour towards mobile banking in terms of various demographic profile of the users. The theoretical framework used in the study is the widely accepted Theory of Planned Behaviour (TPB) and Technology Acceptance Model (TAM).

Nine hypotheses have been constructed to understand the usage behaviour of mobile banking users. The analysis of variance and regression analysis has been used to identify influence of behavioural factors on mobile banking usage attitude and also analyse the influence of users' attitude on mobile banking usage intention in North Eastern States of India. Reliability and validity of the data were checked. The study investigates the impact of various factors like perception towards usefulness, perception towards easiness to use perception towards society influence, perception towards competence, perception towards benevolence, perception towards privacy and security, perception towards communication on attitude towards mobile banking and further the impact of attitude towards intention to use mobile banking.

The study has found no significant difference among users of different age, income, education and gender groups of three different states Tripura, Assam and Meghalaya about the opinions regarding the mobile banking usage. It is also noted that users of each of the states did not differ among themselves when analysed based on their demographic factors except gender. In case of gender groups there were some significant difference noted in terms of mobile banking usage opinion. Hence, one of the keys finding of the study is no significant variation among the users based on the demographic factors except gender groups.

The impact of various components on mobile banking has been found in terms of age, income, education and gender groups. Wherein, the effect was different for different components. It was found that perception towards usefulness and perception towards easiness to use mobile banking had been positive with regard to all the demographic variables while factors like facilitating condition, society influence were not much in tune with the influential factors for mobile banking usage. Moreover, competence, benevolence, privacy and security also significantly influence the mobile banking usage attitude with regard to the demographic variables. Hence, the marketer needs to consider their affect while formulating strategies. It has also been observed that the opinion of the users of various gender groups differ significantly. Male are mostly in agreement with the various opinions regarding mobile banking usage intention while female show a disagreement or neutral position towards various components influencing attitude towards intention to mobile banking usage intention. Moreover, due to lack of communication support from the banking firms it has become difficult for the older people to create a positive attitude towards mobile banking. The study provides the evidence that there exist differences among consumers in terms various income levels too. This study provides the evidence that there exist a positive attitude towards mobile banking usage intention, only the lack of communication need to be improvised for creating better attitude towards intention to use mobile banking. It provides reason for further investigation of consumer behaviour with a non-users group including both nationalized and private banks.

[44]
**CORPORATE GOVERNANCE AND
REAL EARNINGS MANAGEMENT:
EVIDENCE FROM AN EMERGING ECONOMY**

By :Nitai Chandra Debnath (2019)

ABSTRACT

According to a United Nations report, Bangladesh will be the third fastest-growing economy in the world in 2019. When the economic growth of a country flourishes, undesired consequences such as corruption, favouritism and inequality tend to increase if they remain unchecked. It can inhibit the development of the country. Bangladesh is no exception to this. In order to sustain the high level of growth, Bangladesh is in need of proper governance and accountability systems. At micro level, management (agent) of a firm may try to maximize their own benefits at the cost of owners (Principal), which creates agency problems (agency problem 1). In Bangladesh, concentrated ownership is very high and hence controlling owners may expropriate the interest of minority shareholder (agency problem 2). In both the cases, they apply earnings management techniques to disguise other actions to other parties. So, it is necessary to delve deep into earnings management practices.

At the beginning of last decade, presence of widespread corruption induced different stakeholders to raise their voice for regulations which may ensure transparency and accountability. In corporate arenas, due to severe agency problems, minority shareholders are being deprived from their rights. In 2012, Bangladesh Securities and Exchange Commission (BSEC) issued its-revised Corporate Governance Guidelines, which sought to improve corporate governance practices as well as enhance financial reporting quality through restraining earnings management practices. My aim was to examine the impact of corporate governance (CG) practices in reducing real earnings management. I address four related questions: (1) How does board composition influence real earnings management practices of firm's managers? (2) What is the relationship between ownership structure and real earnings management? (3) How audit quality is associated with real earnings management? (4) Do corporate governance guidelines restraint manager(s) from practice of real earnings management?

I explore these four research questions in my study using a sample of listed Bangladeshi firms. I studied all firms listed on the Dhaka Stock Exchange (DSE) over eighteen year period (from 2000 to 2018) for which I obtained the data. Sample size of my study is 2195 firm year observations. Due to absence of electronic database of public listed companies, I used manual-input data in my study. The main sources of data are company annual report, prospectus, different public issue offer documents and monthly review of Dhaka Stock Exchange. A set of (N=26) hypotheses were

established to canvas the primary research questions mentioned above. I selected panel data analysis for this study because of its ability to evidently distinct the effects of explicit actions and treatments both over time and across sections.

I find proportion of independent director, size of audit committee, presence of independent director on the audit committee, proportion of independent director on the audit committee, presence of CEO in audit committee, and presence of independent director in audit committee as a chairman are negatively associated with real earnings management. On the other hand, presence of family relationship among board member, proportion of family members on the board, presence of female director, proportion of female director, presence female independent director, proportion of female independent director, number of board meeting, and presence of CEO in audit committee as a chair are positively associated with real earnings management. I also find board size, presence of independent director, presence of representative director, presence of CEO duality, presence of audit committee, family relationship in audit committee are not associated with real earnings management. Some of my results may be rather counterintuitive. For example, presence of independent director are not associated with real earnings management, but, proportion of independent director are negatively associated with real earnings management.

The research findings of my study will significantly contribute to the work of external agencies, such as IFAs. IFAs may evaluate their role in the development of regulatory and legal framework. They should not follow the practices of developed country, rather, they may consider respective countries socio-economic conditions. My findings may also assist different regulatory authorities such as the BSEC, DSE, in further improving CG practices in Bangladesh. Finally, The findings of the empirical study contributes to the literature by providing the empirical evidence of the relationship between real earnings management and corporate governance of an emerging economy and may be generalized in contexts similar to Bangladesh in terms of inadequate investor protection and institutional weakness.

[45]

A COMPARATIVE STUDY ON CONNECTING RURAL AREAS THROUGH INFORMATION TECHNOLOGY FOR DIGITAL TRANSACTIONS

By: Nitesh Kumar Punch (2018)

ABSTRACT

India is a country of villages and its development is identical with the development of the people living in rural areas. According to the Census 2011, Rural India represents 68.84% of the total population of India. The rural sector is characterized by low income levels, poor quality of life and weak human-capital base. There are several areas which need to be improved in rural sector to improve the level of employment and living conditions of rural

households. It requires significant investment in education, roads, health-care, electricity, energy and information technology.

The government has framed a number of supportive rural policies to stimulate rural development. Recent government measures like the farmer's loans waiver program, National Rural Employment Guarantee Scheme and increasing minimum support price for farm products has increased disposable income in rural India. It was expected that the Union Budget 2017 will highlight issues relating to agriculture and rural sectors of the economy. This expectation was indeed fulfilled; Agriculture and rural sectors were included as two of the nine pillars of the most transformative agenda of the Union Budget 2017.

As the importance of the digitalization has taken driver seat by the present government, the present study is undertaken to identify the challenges in the implementation of Information and Communication Technology (ICT) for the rural poor, to analyse the steps which are taken towards cashless economy in Rural India and to study the Gender wise and level of literacy wise awareness of government initiatives on cashless transactions. The present study is focused on the rural areas of Khurda and Nab Rangpur . These two districts selected on the basis of literacy rate (census 2011). Two districts are identified, viz. Khurda and Nabarangapur where the level of literacy is 86.88% (being highest) and 46.43% (being lowest) respectively. Villages and respondents were selected from each of these two clusters using random sampling technique.

The methodology includes identification of variables through exploratory research, determination of sample size, conducting cluster and random sampling, designing questionnaire, conducting pilot study, conducting reliability (.70) and validity test. Based on these exercises and analysis of the data collected during the pilot stage, the variables for study were finalized and the questionnaire redesigned to collect data for analysis.

The analysis of data collected through the questionnaire revealed that, the digitalization process indeed has benefits. But before implementing the system, it is important to create the awareness of it. There is a normal trend that people belonging to rural areas are not willing to do financial transactions with the banks. Lack of bank branches is one of the important factors. If expansion of bank branches is not possible then banks should create alternative distribution channels. Moreover, adequate interest, internet connectivity should be available with the customers so that they may find it beneficial to use the system.

The study identified some gap areas as perceived by the respondents. The areas of concern identified in research should be addressed, in such a way that, the rural livings in the two districts will be in a position to uplift their standard of living. It should be noted that only opening up a bank account or marking an individual as financially included will not solve the issue. There should be continuous value addition in all aspects; else, the progress and dream of digital rural India will remain as dormant.

[46]

PERFORMANCE ANALYSIS OF EMPLOYEES STATE INSURANCE CORPORATION IN ODISHA: WITH SPECIAL REFERENCE TO CHOUDWAR ZONE

By: PADMA DEV (2013)

ABSTRACT

Social security for any salaried individual in a civilized society is a dynamic conception that empowers him for upholding his dignity through a system of participatory approach and collective social action in the event of economic turbulences and any type of physical sufferings resulting from death, disease and disablement. The foundation of this system has been laid on the principle of pooling resources in small quantities for larger individual and collective social benefits. Thus while taking into consideration the well being of individuals the social security systems safeguard and maintain the social efficacy of productive manpower which is a criterion for achieving effectual and greater levels of productivity. Social insurance programme, today, are a global phenomenon. In the post war era, country after country have realized that the industrial health cannot be and should not be delinked from a socially conductive and protective work environment for its workforce. In India, social security is fast emerging as an indispensable chapter of national development programme. Economic liberalization and highly competitive global market trend further underline the need for foolproof social security system for the country's workforce, if it to forge ahead successfully on the chosen path of progress and prosperity through industrialization.

The proliferation of Employees' State Insurance Act, 1948 by the Government of India was the foremost legislation on social security for workers after the country's independence. The Scheme of the ESI as per the ESI Act provides social protection to the employees of the organized sector and their dependents in the event of occurrence of unforeseen emergencies, such as, illness, maternity, demise or disablement due to any accident at workplace or as a result of an occupational disease. The Scheme, which has been formulated to suit the health insurance needs of employees, provides complete medical care to insured individuals and their dependents along with cash benefits as a compensation for loss of wages or of capacity to earn the livelihood in different unforeseen emergencies. The ESI Scheme is governed by the Employees' State Insurance Corporation of India, a statutory body set up by the Government of India as per the provisions of the ESI Act, 1948. The present study attempts to examine the performance of ESI in Odisha, with special reference to Choudwar zone. More especially the study sets out to find answers to the set of variables identified after the pilot study in the research area.

Even though the ESI Scheme has been implemented in different parts of India except Nagaland, Manipur, Tripura, Sikkim, Arunachal Pradesh and Mizoram, the present study is confined to different districts of Odisha; those that come under the Choudwar zone. It attempts to assess the perception of insured persons both in factories and establishments.

The study is organized in five chapters. Chapter 1 gives an introduction to the concepts of social security, its evolution, significance, growth and development in India. Chapter 2 reviews the available literature on earlier studies on social security schemes, the objective of the study, limitations of the study, research methodology etc. Chapter 3 deals with the profile of the ESI in Odisha. Chapter 4 deals with the empirical data analysis collected from the field visits in different districts of Odisha under Choudwar zone. Chapter 5 deals with findings, suggestions and conclusions. It is hoped that the findings of the study would be of interest to employees, employers, the ESI Corporation, policy makers, researchers and academicians.

[47]
**INFLUENCE OF CONSUMER ACCULTURATION
ON THE INTERNET USAGE OF THE CONSUMERS OF
EASTERN INDIA**

By: PAYEL CHAUDHURI (2016)

ABSTRACT

As per the report published by IAMAI (Internet and Mobile Association of India) and IMRB International in 2015, the number of internet users in India is expected to reach 402 million by Dec 2015. In 2013, the contribution towards GDP by the internet was US\$ 60 billion which is 3.2%. The report of IAMAI and IMRB International further estimates that contribution by internet towards India's GDP would grow up to 4.6 % by 2018. Given the prospect of internet growth, it is essential to understand the needs of the consumers seeking to satisfy over the internet. It is the need of the consumers which the marketers would be interested. However one has to consider that needs of individuals vary due to several reasons and culture is one among them.

India is the fastest growing and highly competitive economy of the world. At the same time, it is one of the most culturally diverse countries of the world. The huge population of the country makes it lucrative to the business fraternity for the possible success of any product or services. However, the consumers of the country cannot be segmented in one group. This is particularly due to the diverse cultural background of the population.

The present study focuses on the internet usage of the Indian users. It tries to explore the role of the strength of ethnic identity and degree of consumer acculturation on the internet usage behaviour. Their impacts on the internet usage have been analysed. Also, the study investigates whether the internet users differ on the needs they try to satisfy using the internet. It critically analyses how the internet users are different from each other. The research questions of the study are firstly, whether the internet usage vary with the ethnic identification of the states for the Indian consumers and secondly what impact consumer acculturation and ethnic identity would have on the internet usage.

This dissertation contains six chapters.

Chapter 1 starts with 'Introduction' which explains the context of the research highlighting the marketing challenges, differences in subcultures, ethnic digital divide and impact of ethnic identity and acculturation on online behaviour. The chapter provides a brief background of the three states of India where the study is conducted, rationale of the study and research objectives. Chapter 2 provides the details of literature survey which comprises the theories and models of technology use, ethnic identity and acculturation in consumer behaviour context followed by how online behaviour of consumers differ in different cultures and finally how ethnicity impacts online activities. The literature survey analyses the cross-cultural studies as well as studies related to Indian consumers. Chapter 3 starts with the theoretical background of the study describing each theory in detailed form. It then presents the conceptual model of the study. The conceptual model is a link to the consumer behaviour literature and the hypotheses developed. It discusses the variables in detail from all perspectives. Every variable is presented with the background of literature and has been specifically defined for the purpose of the study. Chapter 4 discusses the research design and methodology describing the tools and techniques used in the research for the quantitative analysis. It also discusses the research instrument used and its development. The chapter closes with the report on the pilot study conducted before the final data collection. Chapter 5 provides the statistical analysis of the primary data collected for the research. The results are described with the help of tables and charts. Also, the statistical outputs have been interpreted for the comprehensive understanding and logical understanding. Chapter 6 has the discussion related to the statistical analysis of the primary data of the study. The findings are compared with the previous similar research to gather the understanding of the theoretical aspects. It presents the summary of findings, implications, limitation and future scope of the study. The thesis ends with the collection of references used to prepare the thesis and the annexure.

[48]

MAINSTREAMING THE MARGINALIZED THROUGH MICROFINANCE

By: Pradeep Kumar Das (2015)

ABSTRACT

With the vast expansion of formal credit system in India post -Independence era, the dependence of rural poor people on money lenders still continues especially for some emergent circumstances. The dependence on moneylenders is more significant in case of Marginal farmers, land less laborers, small business man and rural artisans. Belonging to the social and economic backward classes and tribal population who remain excluded from the mainstream economy due to some inherent weakness in assets and infrastructure. The credit flow to this segment of marginalized population is not institutionalized. The major

difficulty in catering to the credit needs of large number of small borrowers more frequency add to the risk perception and transaction cost becoming reasonably high.

The Indian economy was growing for last five years at a steady rate of 8.5 percent to 9 percent or so till 2008. Most of the growth is from industry and service sector. Agriculture was growing at a little over 2percent. As per the latest estimates available from different sources, the growth rate may be restricted to 6-7 percent due to the impact of global meltdown and economic recession during the current fiscal(2008-09). Keeping in view the present global scenario, and its impact on the developed countries, our country has the potential to become the fastest growing economy in the world in the coming decades and also emerge as a leader. The economists throughout the world accepted the fact that the potential for growth in both the Farm & Non-Farm sectors are enormous in India.).

Limited access to affordable financial services such as savings, loan, remittance and insurance services by the vast majority of the population in the rural areas and unorganized sector is believed to be acting as constraints to growth in these sectors. Access to affordable financial services especially credit and insurance enlarges livelihood opportunities and empowers the poor to take charge of their lives. Such empowerment aids social and political stability as well.

Apart from these benefits, Financial Inclusion imparts formal identities provides access to the payment system and to the saving safety netlike deposit insurance. So Financial Inclusion is considered to be the most critical component for achieving Inclusive Growth; which itself is required for ensuring sustainable growth in the country.

The purpose of this study is to explore the effects of microfinance/microenterprise on rural poor in India. The study seeks explanation of successful microfinance results and how return on investment has changed poverty conditions for individuals and family units. It is anticipated that microfinance participants return on assets will result in improved net worth as evidenced by access to formal financial services.

The critical concern of this research arises from the continued and unfailing reliance of development public policy on credit and microfinance in achieving poverty reduction, without integrating the need and expectations s of the clientele for whom the programme is intended in the evaluation framework.

It is in this context that the present paper proposes to undertake a study on the effectiveness of microfinance as the key accelerator to promote financial inclusion, the extent association between the two variables in socio-economic empowerment of rural people special women through SHG-Bank Linkage model of Microfinance in sample district of Jagtsinghpur in Odisha.

[49]

AN EMPIRICAL ANALYSIS OF NPAS IN AGRICULTURAL LOAN IN COOPERATIVE BANK (A CASE STUDY ON KHORDHA CENTRAL COOPERATIVE BANK OF ODISHA)

By: Prakash Kumar Pradhan (2013)

ABSTRACT

Increasing number of the rural poor in India is availing of banking services. This development has given a fillip to the efforts of financial inclusion spearheaded by the government in which cooperative banks, operating in rural and semi-urban regions, are expected to play a crucial role.

However, the process is in its nascent stage at present and has miles to go before its beneficial impacts are felt. Cooperative banks should strive to identify the real and deserving entrepreneurial entities / families in their area of operations who should be assisted with finance for executing productive projects. This study found that by and large cooperative banks operating in Odisha in general and the KDCCB in particular have been found to be failing in this test. The reason for that could be one or all of these, like not having expertise for judicious credit appraisals, lack of resources for conducting a rigorous due diligence of prospective borrowers, pressure from politicians and other interested lobbyists and corruptions. Cooperative banks in general and KCCB in particular should take the assistance of the various agencies for rural development, Self Help Groups and NGOs to get all information about a prospective borrower relevant to credit analysis. Villagers and entities with unscrupulous intents, like willful defaulters of bank loans for instance, must be avoided by all means. Only then, the tax-payers' money which governments of the states and the center are aiming to use for rural upliftment, would be said to have been well deployed. The cooperative movement is about a hundred years old in India. It originated with the idea of a mass participation in eradicating rural poverty. However, the desired extent of involvement of people in the grass-root level in this movement is not found as yet. The reasons for this failure are manifold.

The Management of cooperative banks are not proactive decision-makers. Measures for resolution of member's complaints are not taken up expeditiously. Policy decisions, wherever they have been adopted, are not implemented enthusiastically. Workings of the cooperative banks which include KCCB, are not automated. The lack of modernity in their working environment does not attract young and talented workers of the twenty first century to cooperative banks. An overall environment of traditional outlooks permeates KCCB where this study was carried out. KCCB has rarely advertised its entrepreneurship-oriented products and services, resulting in the targeted entities not being aware of those offerings. It is high time cooperative banks re-positioned themselves proactively to be in tune with the main line commercial banks of the 21st century. They have not only to embrace prudential banking principles and practices but have to implement them. Gone will be days soon in which they

were zealously protected and nourished by their respective state governments. The time has now arrived for them to submit voluntarily and fully to the jurisdiction of Reserve Bank of India.

The present study examines the various factors that contribute the non-performing assets of cooperative bank especially the Khordha cooperative credit bank in Odisha. For the collection of data 873 people approached and finally 406 members responded. The data collected analyzed under two segments. One is general and other is specific. Under the general it includes gender, age, educational qualifications, income distribution, and number of dependents and sources of income. Similarly for the specific data after conducting pilot study 18 items shortlisted for the questionnaire purpose and these includes the 70 sub-variables. For the analysis purpose simple percentage and ranking method is used and the study found that NPAs are considered as an important parameter to judge the performance and financial health of the banks. The level of NPAs is one of the drivers of financial stability and growth of the banking sector. Reeducation of NPA will improve the profitability of the banks and comply with capital adequacy norms. The quality appraisal, supervision, proper follow up undoubtedly will assist to solve the problems. In a situation, where nature of clientele is bit complicated the top management of cooperative banks must ensure that the right amount of credit is given to the right client. The mounting NPAs of co-operative banks deter their financial health of profitability, liquidity and economics of scale of operation. The bank has to take timely action against delegation of performing assets. The management of NPAs has been an immense task before the bankers because it challenges the banks resistance capacity. The occurrences of NPAs may not avoidable entirely but they can be managed effectively. The fresh incidence of NPAs should be avoided but not at the cost of fresh deployment of credit.

Last but not the least, the Cooperative Banking System itself needs to be revamped in the state of Odisha. Gone are the days when cooperatives were based on one cardinal principle

– ‘Cooperation’. In the complex and uncertain domain of banking business of the 21st century, cooperatives have to function on another guiding principle – ‘Profit’. With profit they would flourish; with loss they would perish. The three tier structure of Cooperative Banking System prevalent in Odisha is steeped in traditions for ages. Business models of entrepreneurs have changed, while the format of working of cooperative banks has not. There is therefore a huge disconnect between the two. The attitude of politicians under whose strangle hold the cooperative banks function, the infrastructure of cooperative banks, their quality of human resources, their method of conducting business, standard of customer service – all have to be repositioned to be in tune with the modernity of this millennium. Reserve Bank of India, India’s regulator of banking system, has been desperately trying to change all that and bring the cooperative banks of the country into a new groove. It has still miles to go to achieve even a semblance of success in its endeavors, because of stiff opposition from politicians and other vested interest entities. But then time waits for none. Politicians and the others of their ilk better read the writings on the wall and eschew opposition to RBI. Else, the saga of the cooperative movement shall soon be a close chapter in the annals of India.

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**A COMPARATIVE STUDY ON SKILL DEFICIENCY OF
MICRO, SMALL & MEDIUM ENTERPRISES (MSME)
IN ODISHA**

By: Preeti Rachayeeta (2016)

ABSTRACT

For developing a successful career, skills acquisition is important as it gives a person the much needed boost to sustain in a highly competitive environment. Like most of the developing countries, India is also having its own share of problems and among these unemployment and poverty are two major issues which the country cannot ignore at any cost.

Most of the time it is observed that the policy makers fail to realize the root cause of the problem and land up in such policy initiatives which are neither effective nor appropriate given the present socio economic conditions of the country. Contemporary India has the advantage in terms of manpower but these resources cannot be utilized if not trained properly. The huge pool of talented young workforce to the tune of 356 million in the age group of 10 – 24 years is surely an appreciable figure in terms of demographic dividend which most of the other countries do not have. Some of them are already for the job market and the rest of them are being prepared to join the market in due course of time. According to World Bank Development Report, 2013, creation of new job opportunities are more in most of the developing and less developed countries. This report also mentioned that Sub Saharan Africa's labor force was growing at 8 million per year whereas in case of most of the Asian countries this trend is approximately 12 million per year. By this trends the projected new job requirement will be to the tune of 600 million by 2020. Creation of job opportunities of this magnitude is a huge task and need different interventions from the government's point of view. Micro, Small & Medium Enterprises (MSME) is one such sector which has the potential to absorb this growing labor force. Like most of the developing countries, in case of India also MSME sector can play a dynamic role to absorb a large number of workforce and at a lower capital investment as compared to heavy industries where initial investment is huge. Not only that, MSME has the ability to create job opportunities in those areas where regional disparities has led to inequality and backwardness. It has often been noticed that due to backwardness of some regions, most of the large corporate houses are reluctant to set up industries in those areas. This has led to problems of inequalities and regional disparities in terms of growth prospects of the said region. But MSME sectors are based in a specific locality and thus have the advantage of local development both in terms of economic upliftment as well as employment opportunities for the local people. As the main objective of regional and local development links to employment opportunities, this needs to be aligned with the usage of local resources, i.e. both

human as well as natural. Strategies for regional development to stimulate and maintain business activity and employment include increasing entrepreneurial behavior and

improving entrepreneurial culture, encouraging new ventures, innovations and start-ups, attracting businesses and investments, and developing and expanding existing businesses. Creation of a business environment is not an easy task as an entire country's socio economic condition has a direct link with this. A country is said to be investment friendly if its political, social, technological and legal environment is favorable to any kind of future business activities. This is not only true for foreign and large Indian industries; it is equally true for the small industries as well. As it has been noticed, most of the time, industrial policy of India has been focused on the development of heavy industries as it was based on the concept of trickledown theory; (which states that as the industrial sector grows the benefits of the said industrial growth will percolate to the lowest strata of the economy). But it has seldom happened in India. The end result has been uneven distribution of national income and unequal economic development. Today, MSME sector has assumed importance and lots of initiatives are being implemented so that its true benefits can be utilized properly. Here, the policy makers should understand that the objective should be long term and the same needs to be aligned with the growth prospects of the country as well as the people living in that part of the country where MSME activities are taking place. As the sector started growing interest among the different stakeholders, it also brought various issues which needed immediate

attention so that its true benefits could be achieved in a phased manner. It is obvious that even after tremendous government initiatives the sector is found lacking in some respects and these issues should be addressed for the smooth functioning of the sector.

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ELECTRONIC COMMERCE ADOPTION: A STUDY OF TRAVEL AGENCIES IN ODISHA

By: R.K. Panda (2017)

ABSTRACT

Electronic Commerce (E-Commerce) is the transactional part of Electronic Business (E-Business) that is selling products and services online, using electronic media. E-Business is aimed at enhancing the competitiveness of an organization by deploying innovative information and communications technology throughout an organization and beyond, through links to partners and customers. E-Commerce refers to all types of electronic transactions between organization and stakeholders, whether they are financial transactions or exchanges of information and other services. It is a revolution that has changed the way of buying and selling. In this digital age and globalization era, people want to purchase goods and services from any part of the world, operating from home to save time and cost. Globalization, competition, customer awareness, and changing demographic factors have forced business houses to adopt E-Commerce. Travel and tour operators provide fun, happiness, and excitement, etc. to its clients. A travel agent is an intermediary or a person selling the travel services like train ticketing, air ticketing, hotel booking, and transportation

to the consumer. A travel agent's primary objective is to attract, accommodate and provide transportation, tourist information, guiding services, visa and passport services, etc. to travelers. Travel and tour operators are the interfaces between travelers and the travel suppliers such as railways, airlines, hotels, car rentals, and cruise lines, etc.. It also provides tour packages that include all services for a traveler. The travel agent generates revenue by getting the commission from travel supplier.

Tourism in Odisha has a rich potential for generating revenue, employment, and foreign exchange earnings to the state economy. With an abundance of natural assets, Odisha tourism bears the deliverables like ecologically sound and economically viable tourism development, integration of infrastructure support, institutional mechanism, and investment, etc. with the developmental framework of the state. Tourist revenue is equally important for the state exchequer. Odisha bears the essence of rich tourism sector with its age-old cultural heritage, myriad of monuments and nature's bounties like beach resorts, eco-tourism, flora & fauna, biodiversity, national parks, and sanctuaries. The state has several sources and triggers for attracting tourists. Ancient sun temple of Konark, Lord Jagannath temple at Puri, Buddhist monastic complexes at Ratnagiri, Udayagiri and Lalitgiri are vestiges of rich cultural heritage. The sanctuaries and wildlife parks viz., Similipal National Park, Bhitarkanika, Chandaka, Elephant Reserve, Nandankanan and Chilika Lake with migratory birds are some of the natural major tourist attraction points of Odisha. People from different part of the world are attracted by the tourist places in Odisha. They book tickets, hotels and tour packages through the global travel agents like MakeMyTrip, Yatra, Clear trip, and Goibibo, etc.. A few agencies in Odisha are providing these services to the global travellers due to non-adoption of electronic commerce. So there is a threat for travel agencies in Odisha to survive in this competitive global market. This study is mainly based on three areas: electronic commerce as a technology, travel agencies as SMEs and Odisha as a developing state. The primary objective of the study is to find the factors affecting adoption of electronic commerce by travel agencies of Odisha and their relationships. This study investigated the factors affecting adoption of electronic commerce by travel agencies in Odisha. It has used a mixed method and structural equation modelling to analyse the factors affecting adoption of electronic commerce. The four primary variables those are affecting the adoption of electronic commerce and influencing the owners/managers of travel agencies in Odisha are the benefits of adoption, the challenges in adoption, the cost of adoption, and the external pressures forcing owners/managers of travel agencies to adopt electronic commerce. In this study, first quantitative analysis is conducted using questionnaire survey then qualitative analysis through the personal interview to interpret the findings in quantitative analysis. All the objectives were fulfilled and the hypotheses tested properly in this study. It is found that due to electronic commerce, travel agencies of Odisha have critical threats of disintermediation of global travel market. To survive in this competitive global travel market, the agencies have to improve their competitive positions and need to adopt electronic commerce that enhances their distribution channels, penetrate global markets, improve their sales and revenues, and improve their effectiveness in internal operations.

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EMERGENCE OF BANCASSURANCE IN INDIA

By: Rajeev Sengupta (2015)

ABSTRACT

The Indian economy has travelled a long way from a restricted close economy during 1950s to an open and liberalized economy as witnessed right now. The change has not happen in one single day as it took almost 40 years to bring the necessary changes for the bilateral growth of the Indian economy vis – a – vis world economy. During the restricted close economic phase most of the industrial growth was in the hand of government and entire focus was given for the growth of industrial sectors and infrastructure development. It was an era of planned development and under various planning period the belief was that the growth at the higher level will ultimately ‘trickle down’ to the lower level of the society and thus this growth model was known as ‘trickle-down theory.’ But the theory was not sustained as it failed to provide the desired result. But it was only during late 80s the policy makers decided to accept the role of other sectors other than industrial sectors for the betterment and overall growth of the Indian economy. Traditionally, India is a agrarian economy so role of agriculture sector can’t be underestimate but along with these known areas the other major area which started showing its result is service sector. Service sector due to its low capital investment and high return has shown its impact and among various service sectors in service industries, financial sector make a significant progress in terms of overall economic development of the country.

The nationalization of banks gave the much needed capital to the industry where flow of fund was restricted and the industry made a significant impact to build the economy. Although in case of India, banking sectors has shown significant progress, but the same has not been witnessed incase of other major sector i.e. insurance. The establishment of LIC in the year 1956, was the first step in this regard, but it was not possible for a single company to cover the geographical spread of the country. So, the sector has still remains untapped. The opening up of the insurance sector brings the much needed development and expansion but the sector still not growing at a desired level. Being in the service industry, it is expected that selling a product which is not visible is very difficult to its target group of consumers. This bottleneck generated the demand for a value-added specialized services where emphasis is given on personal selling or customized selling.

The one to one approach to sell the product is vastly different from mass selling which is a key point of difference with other industries that are basically deals with physical products. This clearly indicates that a huge manpower requirement becomes essential for the growth of the sector. But unfortunately where 70% of the population is still leaving in rural areas, reaching to those target consumers with the help of agent based model becomes impossible. So, this raises the issue where demand for innovative distribution becomes the most talking points. The entry of private players have made a significant change in the mode of operations and they have decided to develop a new model of distribution called bancassurance with

the help of which they are able to reach to mass consumers with the help of bank branches. Although the concept of bancassurance is not new in most of the developed countries but the concept was new when it was introduced by private life insurance companies in India. The basic motive behind implementation of this distribution strategies are cost and trust. It is difficult for these new players to establish its own branch to expand the business at one go as the insurance market is not matured enough in India. As, the industry requires some breathing ground, investing a huge amount of money for branch expansion was not a very good idea for these new players. So, they have decided to capitalize the existing bank branches which spread over each and every segment of the country. A readymade distribution channel like this is very hard to ignore. This is what we are talking about the cost aspect. But cost is not the only criteria in this regard as most of the private players do not enjoy the trust as compared to banks. But in insurance business trust is the only important criteria which carry lots of weightage. This peculiar situation also forces the companies to take the leverage of trust which is enjoyed by the banks.

Thus, overall we can say that bancassurance is a distribution model which has been implemented in such a manner so that each and every stakeholder will expected to get a positive return of the same. But the question remains about the effectiveness of the model. Starting from the year 2000 till date, almost each and every literature tries to focus on the advantages and disadvantages of the model. But the actual beneficiaries, i.e. the consumers view point may not have been touched in that manner. Thus, the article would like to highlight on that issue about effectiveness of bancassurance from the view point of consumers. The study is exploratory in nature and the purpose is to identify the variables in this regard which can be further utilized for a more conclusive research.

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**EFFECT OF EMPLOYER BRANDING ON
EMPLOYEE ENGAGEMENT: A STUDY OF INDIAN IT
SERVICE COMPANIES**

By: Salila Kumar Pattnaik (2014)

ABSTRACT

Employer branding has got attention from both academic and practice as a strategic activity to attract, retain talents. Much attention has been made in conceptualizing employer branding however, the key driver of employer branding and its effect on employee engagement remain empirically unexplored in literature. It is inconclusive as to which factors influence employer value proposition and the influence of these value propositions on employer attractiveness and employee engagement. The aim of this research is to get a deeper, more grounded understanding on the spectrum of employer value proposition which is the key driver to build a stronger employer brand, and examines the effect of the value proposition on employer attractiveness and employee engagement from Indian context. The sample

size of this research consists of 707 respondents from the existing employees of Indian IT companies. Through an extensive literature review and subsequent focus group interview, a multi dimensional employer value proposition scale is developed and validated. To measure the level of employer attractiveness a unidimensional scale was developed where the perception of the employees towards their organization is measured via the level of gratitude of the employee shows towards the organization. Gallup Work Place Audit (GWA) scale was appropriately modified and validated to measure the level of employee engagement. The relationship and effect between variables were assessed through linear regression method.

Results of the study revealed that attribute inspirational values, nature of work, and organization culture explains 64% of the variance in the level of employer attractiveness. At the same time attribute nature of work, physical work environment, and compensation are the greater predictor of employee engagement. The study further found that company driven forced training programmers are having adverse effect on employee engagement.

The managerial implications of developing a more consistent value proposition to become an employer of choice and to have an engaged work force in the employment scenarios are discussed. The thesis concludes by highlighting the contribution of the research, its limitations and areas for further research.

[54]

A COMPARATIVE STUDY ON WORK-LIFE BALANCE OF NURSING STAFF WORKING IN PRIVATE AND GOVERNMENT HOSPITALS

By : Sasmita Jena (2014)

ABSTRACT

Work life balance is the phenomenon which can be expressed as an individual's ability to prioritize work and household responsibilities meticulously such that none of the aspects(work and life) overpower each other and the individual is able to put in not only quantitative but also qualitative inputs in both the aspects of life . Work-life balance can be expressed as the capability of individuals (despite of gender, age, marital status, children) to combine work and family responsibilities in a successful manner. "Work" is all those activities that are related to individual's employment for which the individual is paid. "Work" is different from "life" as life refers to non-work activities which comprises of time spent in leisure activities and with family.

In the context of Work life balance it is often argued that, balance does not mean giving equal weightage to both the aspects of life, but rather having an acceptable and stable relationship between the two. And this desired point differs from every individual considerably as demands of employers and needs of employees are dynamic and changing. In the present era work life balance is the need of, both, men and women as the work is

shared more equally between the two unlike earlier times. In contrast, work/life conflict is defined as a form of inner role conflict in which the role pressures from the work and other life domains, such as family, are mutually incompatible in some respect, whereby participation in one role is made more difficult virtue of participation in the other (Greenhaus and Beutell, 1985). Work life conflict is not just conflict between work and family work, it also include the impact of work on individuals well being as of work life conflict can cause stress which may affect individual's relationships.

Work-life balance practices, by reducing work-life conflict, can help improve the quality of work life of employees which eventually results in highly motivated, committed and satisfied workers.

And as the literature goes a happier n satisfied worker means increase in organizations performance, productivity and turnover.

As organizations or companies that ignore work-life balance have more profound impact on the employees and the organization itself. The most disadvantageous impact of work - life imbalance on employee performance is stress and burnout which can cause high absenteeism.

The increased participation of women in the workforce is a symbol of economic and social development but in male dominated hierarchical societies women have to juggle between their society endowed roles of mother , daughter, sister, wife , care taker etc. with their own career aspirations and ambitions. Women have to still take charge of the responsibilities like cooking, shopping, elder care, child care and other daily household chores. Amidst this juggling, women need meaningful support from family and organizations in order to balance family and work.

Similarly men at senior levels have to work for longer hours than the office hours with the advancement of information technology. Senior managers are expected to be 'on call' even after work or on weekends. The work life balance strategies of an organization should not be only focused on working women or working mothers but it should be inclusive of the needs of the diverse workforce and for both men and women.

Though women participation in the workforce has increased substantially in the last two decades, still majority of the contributions in the household chores and taking care of the child and elders at home has to be done by women. Sometimes women have to sacrifice their career after marriage or children or they have to take a long break from their profession. In such case it becomes difficult for organizations to retain skilled and talented women employees. Thus organizations in order to retain well trained and talented employees can provide *childcare or eldercare facilities* basing on the needs of employees like women employees are allowed to work for less hours or one condensed workday. Hygienic crèche facilities at the workplace with presence of pediatrician can also help women with infants to focus on their work.

An organization's efforts to retain its best, employees either men or women, can be many like providing adequate transport system, childcare facilities, shortened work hours for a day, a leave for vacation, Some hours off in a day without pay etc. Most of the time an

employee's ability is judged on the basis of his/her visible hours of work in the office. An employee leaving the workplace on time is perceived to be less committed. Hence such views or beliefs has to be changed and managers in the organizations should value or appraise an employee on the grounds of results achieved rather than visibility at work. These strategies when adopted in the HR policies of the organizations will reduce employee occupational stress and burnout, increase performance and productivity, increased job satisfaction, enhanced organizational commitment.

These factors will reduce labor turnover and absenteeism.

Work and life are two of the important aspects of human existence. If work gives a sense of pride and value to a person than life gives a sense of belonging. And fortunately these two aspects are not gender specific as they have been part of human life since its inception. Working couples are the examples of such human beings who want to enjoy these endowments fully and having a better quality of life and also giving better education and better life to their children and immediate family too. Hence organizations, society and the couple themselves can work unanimously towards attaining the common goal of work life balance.

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Soft Competency in Corporate Management

By: Sasmita Rani Samanta (2008)

ABSTRACT

India's "soft power/competency" was a huge asset that had little to do with the government; thanks a casual glance at last year's calendar already shows how India is consciously seeking to leverage its soft competency in Europe. Soft power/competency is not just what we can deliberately and consciously put on display; or can be explained through graphs, charts and diagrams, it is rather how others see what we are, whether or not we are trying to show it to the world. So it is not just material accomplishments that enhance our soft competency. After all, Mahatma Gandhi won us our independence through the use of soft power – because non-violence and Satyagraha were indeed classic uses of soft power before the term was even coined. On this background an attempt has been made to study the *SOFT COMPETENCY IN CORPORATE MANAGEMENT*. The term 'soft competency' is all that matters today. It was coined by Harvard's Joseph Nye to describe a country's ability to alter the behaviour of others through attraction. It means giving attention, encouragement and active support to the aspects and products of our society that the world would find attractive — not in order directly to persuade others to support India, but rather to enhance our country's intangible standing in their eyes. One humble attempt has been made to introduce the topic that is soft competency and its need in the present business world in general and in the information and technology sector in particular. Very little scientific research and systematic study is done in this field. The researcher has demonstrated the usefulness of a work-based learning approach in developing a manager's marketing planning competencies in the second section

a brief account relating to the development of personal competency has been described which are practiced by the sample units through their respective training programmes for soft competency development of their employees. The study explored the evolution, and the “what” and “how” of these tools from its concept to implementation and presents conceptual papers written by experts from academia and international consulting firms, as well as original case studies of national and multinational organizations operating in India, which have been focusing on these strategic topics. This research is the culmination of a rather arduous journey in which professionals from industry and selected respondents from each of the sample units have been study companions. It is finally hoped that this work will provide value to the HR practitioners and professionals, and serve as a resource to academicians and management students in their future research work. In order to capture the variations with authenticity of feelings and experiences, the organizations and professionals involved in the implementation of these tools were selected purposively—each organisation had its own imperatives, paradigms, processes and learning— and the case study method was adopted for our presentation. This study covers four of the big software industries in India. They are from TCS, WIPRO, SATYAM and INFOSYS.

The conclusions and the observations that emerged from the study of soft competency in corporate management and offers necessary suggestions for future improvement wherever found necessary.

Keywords: Soft competency, Corporate Management

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Fiscal Sustainability: A Case Study of Odisha

By: Satya Priya Rath (2016)

ABSTRACT

The state level fiscal reforms in India for achieving the overall fiscal sustainability assumes significance, as a major portion of combined expenditure is undertaken by the State governments. To have higher growth trajectory in Indian economy, the fiscal reforms at the State Government level are very crucial. In the recent years the sustainability of fiscal policy at the state level in India has attracted a major attention both from researchers and policy makers.

The FRBM Act was implemented in Odisha in June, 2005. FRBM Act, 2005 stipulates ceiling for fiscal deficit at 3% of Gross State Domestic Product (GSDP) and zero percent floor for revenue surplus for fiscal sustainability. The rule based Fiscal Policy of State in Post-FRBM Period endeavored the rationalization of economically unproductive revenue expenditure and simultaneously boosting the quantum of capital outlay in both Economic and Social Services Sector. The improvement in state finances is accompanied by higher growth in state economy. However, Odisha still lags behind the national average in case of many socio-economic indicators and needs to grow faster to catch up other relatively developed states.

Higher investment in priority sector can be made through debt financing. The classical and contemporary literature on the impact of fiscal deficit and public debt on economic growth shows mixed results. Keynesian economists are strong about the positive impact, Neo classical economists advocate a negative impact and Ricardian economists believe neutral effect of fiscal deficit and debt on economic growth.

Hence, certain general queries that ramble in many of the researchers' mind include: Does Odisha's fiscal deficit cause economic growth and whether the relationship is unidirectional or bidirectional? Does the fiscal deficit of Odisha negatively affect the economic growth? From the review of literatures, no significant study was found that answer these two important issues. This present study intends to fill the gap by analysing these two significant research questions. Therefore, the study is designed to examine causal nexus between Fiscal Deficit and Economic Growth and its effect on economic growth in Odisha; to estimate the threshold level of fiscal deficit; and to evaluate the link between Public Debt and Economic Growth of Odisha. The study is carried out by taking annual data of the State of Odisha for the period from 1950-51 to 2014-15.

The analysis is made using various econometric models. The stationarity of the data series both for fiscal deficit and growth as well as debt and growth is analyzed using Augmented Dicky-Fuller unit root test (ADF) and Phillips-Perron unit root test for checking the suitability of the data to apply the co-integration technique. Once stationarity condition is satisfied, Johansen and Juselius (JJ) co-integration techniques are used to find out whether there exists any co-integrating vector to establish long-run relationship between the variables. Once the study finds existence of long run relationship between variables, the causality is investigated using Granger causality test. Then the VECM is used to estimate the speed of adjustment of the variables in long-run. TSLS regression technique has been used to analyze the effect of fiscal deficit and public debt on economic growth. Threshold model formulated by Khan and Senhadji is used to determine the threshold level for fiscal deficit having positive impact on growth.

The findings of the study reveals the influence of fiscal deficit on state GSDP both in short run and long run in case of Odisha but the reverse is not established. Thus, this empirical result goes in favor of Keynesian school of thought. The magnitude of impact of fiscal deficit on growth of GSDP is significantly positive and it has an elastic impact. The threshold fiscal deficit is estimated at 3.5% of GSDP. A long run stable relationship is established between debt stock and economic growth of the state.

In the short run, both debt stock and economic growth influence each other. Whereas, in the long run debt stock impacts the economic growth but not vice versa. In short run, incremental debt stock generates income in the state, and because of rise in income creates capacity to absorb more debt. But in the long run, debt stock generates income for the state provided the fiscal deficit in each year does not breach threshold limit of 3.5% of GSDP. The results of the study reveal the existence of fiscal sustainability situation in the state. The finding of the threshold limit of fiscal deficit to GSDP ratio at 3.5% is in line with the 14th Finance commission recommendations. The study establishes positive impact of fiscal deficit up to 3.5% of GSDP of Odisha. Hence, the fiscal space should be utilized by the State for expansion of the state economy.

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IMPACT OF ETHICAL VALUES OF INDIAN PROJECT MANAGERS ON SOFTWARE PROJECT PERFORMANCE

By: **Shradha Padhi (2016)**

ABSTRACT

As organizations are conducting more and more work through projects led by project managers; the world of global business is turning into a project oriented society. Though project success is critical for organizational sustainability; such success is indeed elusive across several industries. Project managers face a subtle tension in making the 'right' decision, balancing varied interests of stakeholders and yet delivering the best possible outcomes. These paradoxical tensions are often rooted in ethics. Hence the ethical perspective in project management is deemed as crucial in recent times as projects fail to deliver their potential value. Given the ever increasing importance of ethics in project management juxtaposed with its very subjectivity; constant efforts have been made by researchers and PM practitioners to reify ethics in PM. A definite step in this endeavor has been the creation of the Project Management Body of Knowledge (PMBOK) Guide by the Project Management Institute (PMI), USA. The PMI Code of Ethics and Professional Conduct enshrined in the PMBOK provide a standard to PM practitioners to do what is 'right' and 'honorable'. The four n core ethical values as propagated by this standard are: responsibility, respect, fairness and honesty. These core values have been a popular guide for ethical behavior in project management practitioners globally across all industries.

Given the spectacular growth in the Indian IT and ITES sector, the emphasis on execution and success of global software projects is even more important. Despite such emphasis a repeated success in software projects has not been found. Hence software professionals need to rethink the entire realm of PM as with ever changing global markets an evaluation of software projects solely on the basis of technical parameters may not suffice. There is a requirement for multidimensional analysis of software project performance with particular emphasis on softer aspects. In this backdrop along with an upsurge of interest in ethical behavior of project managers with concerned

stakeholders in PM literature; our doctoral research attempts to study the perceived impact of ethical behavior (evinced through the adoption of the PMI core ethical values) of Indian project managers on software project performance. Though the PMI provides a lucid definition of these four core ethical values along with their associated aspirational (expectation of conduct that we have of ourselves and fellow practitioners as professionals) and mandatory conduct (firm requirements); it is a predominantly western cultural view of what is ethical during the execution of projects. Moreover, the PMI does not provide any guidance to a project manager in dealing with ethical dilemmas commonly faced in day to day management of large global projects. Hence an endogenous understanding of these globally accepted core values from project managers in varied cultural contexts is imperative to any research on ethics and its subsequent impact on project performance. Such an

understanding is not only worthwhile for the PMI but also will help project managers in ideating on the practical impact and challenges in the execution of these values within the boundaries of a project context.

The major research objectives and questions of this study delved into the meaning, challenges if any, and the impact of PMI core ethical values on software project performance. Given the focus of our research, we have used qualitative research as an appropriate research paradigm and grounded theory to analyze our empirical data.

Empirical data was collected from a top IT company, Comcast Integrated Solutions (CIS). A sample of 83 project managers (informants) were interviewed for the purpose of this doctoral research using the logic of purposive sampling. These 83 managers were spread across 11 project verticals and 15 accounts of CIS. This research presents the perspective of Indian project managers on PMI ethical values and its requirement in software projects, challenges associated with its viability and the impact of it on project performance. The research theoretically contributes to the domains of extant work on PMI ethical values in project contexts, role of ethics in projects and role of ethics on software project performance. The research also has provided practical insights into the challenges of practicing these core ethical values in project contexts at CIS and similar other organizational domains. Though limited to a particular context, the doctoral research nevertheless continues the tradition of studies in the past decade focusing on endogenous experiences in projects to make sense of project management processes and project performance.

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CURBING CONSUMPTION OF ORAL INTOXICANTS THROUGH SOCIAL MARKETING & ADVERTISING: A STRATEGIC APPROACH FOR THE STATE OF ORISSA

By: Siba Prasad Rath (2011)

ABSTRACT

When the world talks about “food and beverage industry” as the biggest of all the industries, in reality it doesn’t include the oral intoxicants as food. In the Indian context this is the biggest tragedy at Macro – Economy level, covering more than 10% of the G.D.P. per year and causing more than 10 Lakhs human lives to pass away every year.

The Eastern Indian state of Orissa is one of the top three per capita consumers of tobacco in the country. Like any other developing country, this is a biggest hidden force to obstruct the economic development of the society.

Primary research finds out the strategic needs, policy changes, consumer demands for the curbing of tobacco consumption in Orissa through social marketing, advertising and strategic management to achieve a tobacco free society. Consumers are examined through questionnaire administration in the field under ethical research and survey practices through

stratified random sampling across the state to devise an effective and real strategy for the curbing of tobacco consumption. Qualitative and quantitative research methods were adopted along with the macro secondary research to support the advertising and social marketing strategies for the real world application.

Chapter 5 and chapter 6 in the thesis deals with the action plan and strategic approach at micro levels which are drawn from the field with validity endorsed by the consumers. This thesis proposes several future researches in the associated area of narcotics and alcohol consumptions.

Orissa with a structured social marketing in association with the government, NGOs and public can make the civil life free from tobacco consumption. The states' economic development can be possible, if it controls over tobacco production, distribution and consumption by the public. Tobacco control alone will contribute in a larger way than industry and agriculture contribution, to the state economy. The state has by passed the awareness stage and waiting for the action plan implementation. Real improvements in social economy, public health, macro policy implementations and achievement of the development can only be possible by bringing the curb on tobacco (Oral Intoxicants) consumption pattern in both smoking and non smoking mediums. This deadly force pulls down the development and growth of the state of Orissa.

Role of Social Marketing, Advertising and Strategic Action Plans has a lot to contribute in observing a tobacco free society. These success factors are proposed through micro research in the state of Orissa.

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**HOUSEHOLD EXPENDITURE ON
HEALTH CARE IN URBAN ODISHA: AN EMPIRICAL
STUDY OF CUTTACK CITY**

By: Sonali Chakraborty (2014)

ABSTRACT

The government of Odisha recognises that investment in health care results in invaluable gain in human development. It has set various plan and goals to improve the health condition of its people. No doubt there have been various improvements in the health condition of the people like infant mortality rate has reduced from 98 per 1000 live birth by 2000-2001 to 53 per 1000 live births by 2011- 12. There has been total eradication of small pox and guinea worms diseases but other communicable diseases like Kala Azar, leprosy and filarial are expected to be eliminated soon. It is observed that only less than 1% (0.92) of Gross State Domestic Product (GSDP) is spend on Health and Family Welfare in Odisha. The low public expenditure results in deprivation of health services to the economically weaker section of the society in the State. The major part of health expenses are met by the private sources.

Household constitutes major part of the health expenditure in the state. In this context this study tries to examine the pattern of health status in terms of health care indices and in the state. It discusses the household medical expenditure in relation to their socio economic status; identifies all the determinants of the household health care expenditure. And further tries to evaluate the effects of the determinants of health on household health care expenditure across different income groups, socio-economic groups and by gender. Using primary data on the basis of sample survey conducted among the households in one of the oldest urban city of Odisha i.e. Cuttack to analyse the above issues. The following are the main findings of the study which portrays that the households are spending only 3.3 per cent of their annual income on health care. But the proportion of health expenditure to total expenditure by the households is very high as it is 6.9 per cent of the total annual household consumption expenditure. The household income is found to be positive and statistically significant at 1% level, with increase in household income the health expenditure increases but in a less proportion. Age and level of education also influences the health care expenditure positively and significantly. The inverse relationship between gender and health care expenditure indicates that the expenditure on health for the female member of the family is less than their male counterpart, but it is not significant. It is found that health care expenditure of the forward groups is higher than the backward groups in the study area.

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COMPUTATIONAL INTELLIGENCE FOR MAPPING ACADEMIC COMPETENCY IN TECHNICAL INSTITUTES

By: Sushri Samita Rout (2015)

ABSTRACT

This thesis deals with two of the most important competency mapping aspects of faculty members in technical institutes: Allocation of academic load to faculties using computational intelligence and subsequently, determining variable pay of faculties in proportion to performance. In this study both the objectives have been dealt with proven computational approaches. The motivation behind the objectives stemmed from a very appalling problem i.e. lack of employability skills in technical graduates. The root cause of the problem reveals several contributing factors, but the one factor which can be isolated, is the impact of the faculty members. The faculty members are at the helm of an eüctive teaching learning process and have a major impact on students' achievements. This necessitates that the faculty members be motivated enough to have the required impact. In this context two aspects that are of paramount importance for the performance of a faculty are: being in the right place in terms of teaching load and getting rewards in tandem with performance. The research was conducted using various data of faculty members of a technical institute. In the wake of the two aspects mentioned above a Multi-objective particle swarm optimization model was proposed to optimally allocate academic load considering several objectives like maximizing