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# THE INDIAN JOURNAL OF COMMERCE

**Quarterly Publication of the Indian Commerce Association**

**Vol. 65**

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**April-June 2012**

## **64th ANNUAL CONFERENCE ISSUE**

Accounting & Reporting Practices:  
Ethical Dimensions

Work Life Balance: Dilemma of Modern Society

Regulatory Framework of Business:  
Emerging Scenario

MGNREGA: Issues & Challenges

Activity Based Learning in Commerce Education

Empirical Research in the Field of Marketing

**Prof. Nawal Kishor – Managing Editor**



With Secretariat at : School of Management Studies  
Indira Gandhi National Open University  
Maidan Garhi, New Delhi 110 068

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# The Indian Commerce Association

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Presidential Address  
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**Indian Commerce Association**

**Prof. B. Ramesh**

President

The Indian Commerce Association

Chief Guest, my senior colleagues and Former Presidents of ICA, honourable guests, distinguished academic delegates from all over India and abroad, Research scholars, media and press representatives, volunteers, ladies and gentlemen, I welcome you all wholeheartedly for this 64th All India Commerce Conference of ICA hosted by Department of Commerce, Pondicherry University. It gives me immense pleasure and I am bestowed with the honour of delivering this 64th presidential address.

Well, the global economy is clearly in the midst of a slowdown, and we may be far from a recovery. So, what are the telltale signs of a slowdown? You can tell when water is boiling by seeing bubbles forming on its surface. In a similar way, when copper prices fall sharply it should set off warning bells in your mind. This commodity is often called Dr. Copper for its ability to give a diagnosis on economic health. Copper has a variety of industrial uses and demand for the metal helps determine levels of economic activity. Copper wires go into various appliances, vehicles, construction of buildings etc. That is why, the 22% drop in copper prices recently is signaling a severe drop in manufacturing activity across the globe. Since China is the world's biggest consumer of this red metal, the dragon nation may very well be running out of steam. Growth is definitely on a downward trajectory in the country. Its property market is in the dumps and exports have also slowed.

Other signs also show that the brakes have been pressed on the global growth engine. Shares of steel, coal, mining, auto companies etc. have been seeing selling pressure across the globe, junk bonds have also been under the scanner, spelling trouble for companies saddled with debt. All these are troubling signs.

The global financial crisis of 2008-09 is a watershed event that calls for a reexamination not only of industrial countries' financial systems but also growth strategies in developing countries. I will argue that the worst of the crisis is over, and that the developing countries are emerging with less damage than in the debt crisis of the 1980s, for Latin America, and the financial crisis of the late 1990s, for East Asia.

---

Prof. B. Ramesh is President All India Commerce Association and former Dean, Faculty of Commerce, Goa University, Goa.

Nonetheless, serious fiscal challenges will confront the industrial countries in the coming years, as a consequence of bailout costs and recessionary fiscal losses. Moreover, several key emerging market economies will need to reorient their growth strategies away from mercantilist trade surpluses toward production for domestic demand and greater expansion of balanced trade among themselves.

### **The Current Gloomy Context**

The turmoil in the international financial markets of advanced economies that started around mid-2007 has exacerbated substantially since August 2008. The present financial crisis in the European market in 2011 has engulfed complete world economy with a varying degree of recessionary impact. World over the impact has diversified and its impact can be observed from the very fact of falling stock markets, recession in jobs availability and companies following downsizing in the existing available staff and cutting down of the perks and salary corrections. Globally the financial sector sacking the existing base of employees in high numbers in US the major example being Citi Group, same still followed by others in hospitality industry Jet and Kingfisher Airlines too. The cut in salary for the pilots, IT professionals and cuts of around 20-30% across broking houses due to shrinking business indicate the worst time is coming with hard times also for the Dalal Street. The sudden drying-up of capital inflows from the FDI which were invested in Indian stock markets for greater returns visualizing the potential higher returns flying back is continuing to challenge liquidity management. At the heart of the current liquidity tightening is the balance of payments deficit and this NRI deposit move should help in some small way. Documenting the glacial reform pace that has India's hope for a higher economic growth, Jim O'Neil the Chairman of Goldman Sachs Asset Management, and more widely known for his coining the term 'BRIC' states that "India today is as bad as Russia on corruption and governance and, in terms of technology, Russia is in fact much higher than India". In the last Union budget speech FM seemed to be clearly on the defensive and the exercise appeared to be merely to take the economy out of ongoing recession. To be fair, the FM was just right in saying that one single budget can't solve all the problems of the economy but such pessimistic utterances were enough to further dampen the weakened spirits of the stock market, trade and industry. In spite of various measures to subsidise the impact of the slow-down and cut down the inflation present nothing really sound have been done.

### **Our Neighborhoods**

On the global front, it now seems possible that some countries may have to come out of the euro zone. The S&P has already threatened to cut off credit ratings of 15 euro countries, including Germany and France by 2-3 notches, predicting 40% chance of a fall in euro zone output. While the CDS spreads in Italy and Spain have gone down temporarily, serious action is still far away. The unprecedented bond spread fluctuations in Europe also show concern that the euro-region crisis may further deepen. In the Middle East Dubai, which narrowly averted a bond default in 2009, has indicated to use

money raised by its sovereign wealth fund to help repay \$3.8 billion in bonds owed by state-linked firms which mature next year. The major corporations of Dubai are already in big debt repayment crisis.

### **The Situation Within**

On the domestic front, India's economy expanded 6.9% in the second quarter for the current fiscal, slowest in the last 9 quarters, possibly heralding a long phase of near-7% for a country that aspires for a china-like expansion. The dismal 0.1% growth in the core sector output, the sequential decline in investments and private consumption to 5.95%, a lowest in series of data that goes back to 2004-05 suggests that the environment of high inflation and interest rates and extreme pessimism have forced consumers and corporate to pull down shutters on spending. The average daily sales on both the major bourses of India, the BSE and the NSE fell to Rs. 12,200 crore in November from Rs. 22,400 in the same month a year ago. The study of indices from December 30, 2010 to November 30, 2011 indicate the BSE small-cap index dropped by 36.94% while the mid-cap index shed 27.87% against the 21% fall in the broader market benchmark Sensex. The growth in the much talked FDI in retail has been paralysed. Reforms in this sector would have otherwise opened doors to millions of dollars in FDI in the super market sector. Growth in all four BRIC economies has surpassed expectations except for India, whose numbers on productivity, FDI and reform has been most disappointing. The United Nations data show that India has received less than \$20 billion in FDI in the first six months of 2011 compared to more than \$60 billion in China, \$23 billion in Brazil and \$33 billion in Russia.

### **The Response**

Various steps have been taken by RBI to curb the present recession in the economy and counter act the prevailing situation. In spite of the various measures to subsidise the impact of the recession and cut down the present inflation, nothing really sound have been happening at the field level. To curb the crises the RBI will continue to initiate measures to address liquidity concerns as long as the current unusually tight domestic liquidity environment prevails. However, the big-picture story remains unchanged—all countries in the world with current account deficits and strong credit cycles are finding it difficult to bring cost of capital down in the current environment. India is no different. Now measures do not change our view on the growth outlook. Indeed, we remain concerned about the banking sector and financial sector. The BOP-Balance of Payment deficit—at a time when domestic credit demand is very high—is resulting in a vicious loop of reduced access to liquidity, slowing growth, and increased risk-aversion in the financial system.

### **Perspective of Development Strategy**

Let me summarize by saying that the key lesson for developing countries is to prepare for the crisis. And therefore the discussions should really be about how we prepare the emerging markets for the same.

If I look at the global financial turbulence and ask what is the root, my own summary is that it just starts from the tension that here we have an increasingly globalized world and the problems we are facing, a large chunk of these are global but the solutions have to be by national governments. And this tension will always be there. The global financial crisis is simply a consequence of the uncoordinated globalization-as a result of deficiencies in the international institutional arrangements for crisis detection, prevention, management and resolution. We don't yet have it at that level for coordination. And so global coordination failures happen to be at the heart of it. We can get into the immediate causes of the crisis, about the lax monetary policy and the lax financial regulations which are part of booming credit, leveraging and the subprime mortgages and how they spilled over into some other major economies and of course the contagion around the world from financial crisis to global economic crisis. But we have got to keep an eye on the root cause of the problem, namely that we have now a world where you have cross-border spill-overs that are very significant but we don't have a coordinated mechanism to ensure orderly transition or where a crisis erupts to ensure an orderly workout. That's the missing link in the whole globalization process both institutionally and otherwise.

Many of the poor countries have some very nascent capital markets that are just beginning to come up. The crisis led to massive outflows and there was a collapse of many of the stock markets in these very poor countries and they have not recovered. So the wealth effect of the crisis in many of these poor countries will be long lasting and I'm not quite sure how you get them to go back into the capital market and have development as well.

The whole crisis is triggered because of either incomplete or imperfect coordination failures and also due to lack of effective supervision, monitoring and evaluation of new systems and policies at global level. If the coordination does not take place, we are in for another crisis. May be the world needs to go through even a more severe recession to a depression for us to be forced to the new realities we're in to be able to think out of the box, and to act on them.

In total the global crisis has turned down the growth process and has set the minds of economists and other for finding out the real solution to sustain the economic growth and stability of the market which is desired for the smooth running of the economy. Complete business/industry is in doldrums situation and this situation persist for a longer duration will create the small business to vanish as they have lower stability and to run smoothly require continuous flow of liquidity which is derived from the market. Solution for the problem still remains at the top of the mind of every one, still everyone is facing the impact of recession but how long is the major question which is of great importance.

### **The Needed Response**

Since the current financial crisis has arisen in a way comparable to recent crises, Commerce educators, researchers and students should look at the problems from the scientific and the political point of view and should be

able to learn from the past developments and be up to developing efficient, problem-solving strategies for the present situation. The comprehensive follow up led by commerce education could involve the following:

1. Returning to the set of principles for setting interest rates that worked well during the Great Moderation.
2. Basing future government interventions on a clearly stated diagnosis of the problem and a rationale for the interventions.
3. Creating a predictable exceptional access framework for providing financial assistance to existing financial institutions.
4. Address the interdependencies between the financial sector, the real sector and the public sector as well as the co evolutionary development path that exists between them.
5. Focusing renewed attention on the importance of people being both well informed about their financial options and discerning financial consumers in short, making financially literate more primarily the bottom of the pyramid people for promoting access to finance by creating incentives and environment that promote desired financial behaviours such as saving, budgeting, or using credit wisely.

### **Preparing for the Future**

The scenarios of liquidity crisis, stock market crashes, fear of recession are serious though from the view of its management and curtailment, these are however exciting times for researchers, academicians and specifically commerce educators alike. These events should remind us of how extraordinarily challenging it is to forecast and resolve impediments to commercial activities. Most urgently it is important to reinstate or establish a set of commercial principles to follow to prevent misguided actions and interventions in the future. Though policy is now in a massive clean-up mode, setting a path to get back to these principles now can be part of the corrective process led by commerce educators. To summarize; to prepare for the coming turbulent days, the thrust of the commerce education must be both practical and conceptual, both from the point of view of the service providers which provide the services as well as the users, and again both, analytical from the point of view of the procedural and regulatory framework.

Amidst this, the situation of education to the students of economics, commerce and management also face a lot of challenges. First of all it is our duty to appraise our students about the various stake holders in the state of the economy and commerce. Secondly we should strive to bring in industry relevant education to our universities to equip them with the necessary skills for decision making of the governments. Most of our friends in the industry and education sector have talked about industry university interaction to bridge the gap between what is taught and what is practiced. But the time has come now to universities and academic institutions to play a major role in the policy formation of the governments. Conferences like this will also have to be aimed at steering the opinion of the academia towards the required economic management stance. The policy stance of the government have to be opened for public debate in forums like these so that

a favorable opinion climate can be created by taking into account, the considerations and reservations of various stakeholders of the society. The time has come now for universities, university teachers and others from the teaching community to be vocal about their opinions and venture out to affect policy changes. The participation of academicians across the country in policy formation would easily result in building a consensus on the direction of economic management.

As members of the commerce teaching fraternity, it is our best chance to influence decision making to benefit the society at large. We as teachers of Commerce are endowed with a very unique strength of being close to the industry and commerce as that is our real laboratory where we conduct our experiments and glean theories from the real world and bring them to our classrooms. If commerce education is relevant today, and the admissions in pure courses are increasing, it is because we are perceived by the students as the closest to reality as compared to other branches of education. We have to take advantage of this situation and fortify the gains registered in the last three years so that commerce education becomes more relevant to the public. As the course becomes more relevant, more students would like to pursue the same. These are the times, when education is perceived as something that can lead to a source of livelihood. That is why study of pure sciences and arts has not been able to fire the imagination of the young students. We cannot let this opportunity to go waste and I reiterate again that we will have to fortify our position again by making this course industry relevant and policy relevant so that we can play a major role in shaping this country's future.

I wish you all the best and greetings for the New Year 2012.

Technical Session I  
**Accounting & Reporting Practices:  
Ethical Dimensions**

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# **Environmental Accounting in Indian Context Perspective on Environmental Performance and Social Accountability of Business**

P. ANTONY GEORGE

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The responsibility of business organization towards environment and society has been emerging as one of the most crucial areas of concern for government, political leadership, environmentalists and society at large. The study reveals that in terms of Environmental Performance Indicators (EPI) the public sector undertaking exceeds private undertakings. However the longitudinal analysis shows that the private sector improved its performance in respect of some major EPIs. Environmental performance gap analysis revealed that in terms of fundamental environmental variables, the difference in perceived and actual environmental performance of public undertakings is not very significant.

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## **Introduction**

It is widely recognised that a business organization is a corporate citizen, and like a citizen, it is esteemed and judged by its actions towards the society of which it is also a member. A fairly good number of managements in industrial sector reluctant to take necessary measures and arrangements to protect the environment unless it is compulsorily required by legislation. The ethical and social orientation of accounting practices will be fair and justifiable only when the business organizations develop and execute environmental accounting. In fact the environmental accounting has a true ethical accounting linkage which identify and reports environment specific cost such as liability cost and waste cost in the operation of a business organization. The business people should understand that the cost of production is not the total cost of various inputs only that are used in manufacturing rather it includes huge cost involved on account of environmental impacts. Therefore environmental accounting which has an ethical and social focus is a prerequisite for the sustainable progress and development of the corporate sector. The business organizations should take into account the most significant environmental impacts and determine what profit would earn if they attempt to leave the planet in the same state at the end of the accounting period as it was in the beginning.

**Objectives**

1. To diagnose and measure environmental performance of business organizations, using environmental performance index and its ethical impact.
2. To measure and analyze the environmental liabilities in environmental accounting.
3. To make a longitudinal and comparative analysis to measure the environmental performance of public and private sector of different regions.
4. To categorise business organization in terms of attitude, practices and performance in environmental accounting through cluster analysis.

**Hypotheses**

The hypotheses formulated for the study are:

- H<sub>0</sub>** There is no significant difference between, public and private sector undertaking in environmental performance in terms of mean score of EPIs
- H<sub>1</sub>** There is no correlation between degree of adherence of environmental accounting and degree of adherence to ethical and sole commitment of business organization.
- H<sub>2</sub>** There is no significant difference in the environmental performance of business organizations during two time periods.
- H<sub>3</sub>** The degree of adherence to environmental accounting by public and private sector undertaking is same. There is no significant difference between public and private undertakings in terms of mean score on performance of fundamental environmental accounting variables.

A suitable sample design was framed for the study where universe selected were industrial corporations both in the private and public sector in the states of Kerala and Tamilnadu.

The respondents of the study were a panel of experts consisting of academicians, researchers, top business executives bureaucrats and environmentalists. Selected industrial units both in public and private sector constituted the sample unit. The source of sample was the list of industrial units kept by the industrial departments.

**Review of Literature**

Brown and Deegan (1998) revealed that the media could drive community concern about the environmental performances of business leading to increased disclosure of environmental information. Verschoor (2004) reveals that the overall financial performance of environmentally committed corporations is much higher than other companies. Deegan and Rankin (2005) concluded that the expectation gap cause the difference and enhancing the level of awareness and improving the reporting standards on environmental accounting are essential for removing gaps. Omen et.al (2007) accounting profession to assimilate these alternative reporting form

and associated accountability constructs within existing financial and managerial accounting and assertions of in effectiveness in changing society which are made by the critical theorists. Solomon (2000) indicated that CER could shadow financial reporting in terms of quantitative characteristics, verification time period, and commitment. revealed that two cultural dimensions (uncertainly avoidance and masculinity) and national, political and civil systems were major determinants of qualities of VESAD. Burritt and Welch (1997) showed that an increase in total environmental disclosures over the period with budget entities reporting s greater volume of environmental disclosures than non budget entities. Cornier and Magnan (1997) showed that there was an implicit environmental liability for companies producing paper, chemical and oil.

**Results and Discussion**

Environmental performance Environmental liabilities fundamental variables on environmental accounting and other associated variables statistically analyzed to generate results.

**Environmental Performance (indicators) of Business**

An Environmental Performance Indicator (EPI) is a very useful empirical tool to analyze different issues in environmental accounting. The degree of commitment of business organizations towards environmental protection is examined in terms of EPI. Respondents responses to questions transformed into interval data to generate values for statistical analysis.

Table 1: Environmental performance indicators (Importance rating)

| Performance indicators                                 | Mean score | Standard error | Confidence limit | Ranking |
|--|------------|----------------|------------------|---------|
| Reliable data on environmental activities              | 7.25       | 0.368          | 6.529,7.91       | 7       |
| environmental Conservation Activities                  | 8.85       | 0.352          | 8.282,,9.438     | 1       |
| Degree of Compliance to environmental Standards        | 7.37       | 0.342          | 6.27,7.04        | 6       |
| Willingness to admit remedial obligation               | 8.16       | 0.323          | 7.52,78.793      | 3       |
| Commitment to eliminate pollution                      | 8.77       | 0.295          | 8.081,9.459      | 2       |
| Best practices in environmental accounting             | 8.12       | 0.347          | 7.430,8.792      | 4       |
| Environmental friendly management of Natural Resources | 7.92       | 0.372          | 7.191,8.649      | 5       |

Source: Primary Data

Importance rating of EPI clearly reveals that Efficiency in environmental conservation activities, ranked one followed by Commitment to eliminate pollution with ranking 2. In a way the sincerity and commitment of business organization for protection and preservation of environment emerged as the most important aspect in EPI. It is also interesting to note that each variable got a fairly good value in comparison to other variable in terms of means scores.

### Environmental Performance Indicators – Principal Component Analysis

Principal component analysis had been employed to ascertain the relative weightage of different variables of EPI. The results of the PCA are presented in Table 2.

Table 2: Environmental performance indicators-principal component analysis

| EPI  | 1   | 2    | 3    | 4    | 5    | 6    | 7    |
|--|-----|------|------|------|------|------|------|
| Disclosure of reliable Data                | 0.6 |      |      |      |      |      |      |
| Efficiency in Conservation                 |     | 0.82 |      |      |      |      |      |
| Environmental Standards                    |     |      | 0.68 |      |      |      |      |
| Remedial Obligation                        |     |      |      | 0.75 |      |      |      |
| Eliminating Pollution                      |     |      |      |      | 0.78 |      |      |
| Best Practices (Environmental Accounting ) |     |      |      |      |      | 0.72 |      |
| Management of Natural resources            |     |      |      |      |      |      | 0.71 |

Source: Primary Data

Note : Extration method : Principal Component Analysis

Rotation Method : Varimax with Kaiser Normalisatan

Principal component analysis in respect of EPI indicates that efficiency in environmental conservation activity is the most important component is followed by commitment to eliminate pollution. Other components in EPI also scored appropriately in terms of their weightage in environmental performance.

### Environmental Performance of Govt

#### **Public and Private sector undertaking in terms of EPI**

The environmental performance of public and private undertaking in two time periods also ascertained to examine their level of performance in environmental activities. The results of the analysis in terms of mean scores assigned to different indicators are presented in Table 3.

Table 3: Environmental performance of public and private undertakings (EPI mean score and longitudinal analysis)

| EPI                         | Public Sector |                |            |                | Private Sector |                |            |            |
|-----------------------------|---------------|----------------|------------|----------------|----------------|----------------|------------|------------|
|                             | 1990-2000     |                | 2000-2010  |                | 1990-2000      |                | 2000-2010  |            |
|                             | Mean Score    | Standard error | Mean Score | Standard error | Mean Score     | Standard error | Mean Score | Mean Score |
| Disclosure of Reliable Data | 7.89          | 0.375          | 8.12       | 0.382          | 7.93           | 0.321          | 7.62       | 0.285      |
| Environmental conservation  | 8.49          | 0.347          | 8.53       | 0.421          | 7.34           | 0.481          | 6.85       | 0.325      |
| Environmental Standard      | 7.93          | 0.332          | 7.95       | 0.313          | 7.27           | 0.292          | 6.78       | 0.415      |
| Remedial Obligation         | 8.16          | 0.314          | 8.45       | 0.403          | 7.86           | 0.381          | 6.53       | 0.312      |
| Eliminating Pollution       | 7.17          | 0.292          | 8.68       | 0.312          | 7.51           | 0.414          | 6.17       | 0.332      |
| Best Practices              | 6.49          | 0.344          | 7.84       | 0.284          | 7.85           | 0.312          | 7.85       | 0.415      |
| Management of resources     | 6.38          | 0.343          | 7.69       | 0.425          | 6.25           | 0.289          | 5.25       | 0.285      |
| P Value D                   | <0.05         |                |            |                | <0.05          |                |            |            |

Source: Primary Data

The environmental performance of public and private undertakings in terms of means scores assigned to different variables clearly indicate that the public sector undertakings excel the private undertakings in respect of most all environmental performance indicators. Similarly, Longitudinal analysis in terms of two time periods 1990-00 and 2000-10 also clearly shows the edge of public undertakings over private corporates. The public undertakings were able to improve their performance level in EPI. On the contrary, the environmental performance of private undertaking significantly reduced in comparison to their performance in first time period. Since the P value is less than 0.05 the difference is significant. Based on this results the first hypotheses that there is no significant difference between public and private sector undertakings in environmental performance is rejected.

Environmental Performance of Business Organizations in Kerala and Tamil Nadu  
The environmental performance of business organization functioning in different region may differ on account of certain regional, political, social factors etc. Therefore, a comparison between environmental performance of business organizations in Kerala and Tamilnadu is made in terms of EPIs.

Comparison of environmental performance Business organizations in Kerala and Tamil Nadu is also made for different time periods in terms of longitudinal analysis to assess degree of improvement in Environmental Performance Indicators.

Table 4: Environmental performance of business organizations in kerala &amp; tamilnadu (EPI-mean score)

| EPIs                            | Kerala    |           | Tamil nadu |           |
|---------------------------------|-----------|-----------|------------|-----------|
|                                 | 1990-2000 | 2000-2010 | 1990-2000  | 2000-2010 |
| Environmental Conservation      | 8.53      | 8.72      | 8.12       | 8.23      |
| Disclosure of reliable data     | 7.58      | 8.29      | 8.21       | 8.31      |
| Environmental Standards         | 8.23      | 8.44      | 8.42       | 8.45      |
| Remedial Obligation             | 7.25      | 8.21      | 7.31       | 8.12      |
| Elimination of Pollution        | 8.76      | 8.85      | 7.85       | 8.25      |
| Best Practices in accounting    | 8.25      | 8.42      | 8.32       | 8.35      |
| Management of natural Resources | 9.31      | 9.43      | 8.23       | 8.41      |

Source: Primary Data

The comparative analysis of environmental performance of business organizations in Kerala and Tamil nadu reveals some interesting information. When business organizations in Kerala have clear superiority in respect of efficiency in environmental conservation and eco-friendly management of natural resources business, organizations in Tamilnadu excels Kerala undertaking in respect of disclosure of reliable data and best practices in the environmental accounts. Since P Values in respect of majority of EPI are <0.05 there is no significant difference in the environmental performance of business undertakings in Tamil Nadu and Kerala.

Similarly longitudinal analysis of EPIs Shows that businesses Undertakings in both States are able to improve their environmental Performance in respect to major indicators. However business organizations in Tamil Nadu are able to improve much more in respect of EPI in which their position was weak in the first period.

#### **Environmental Performance, Ethical Commitment, Social responsibility Multiple Correlations**

Multiple correlation between Environmental Performance (Predictor/Constant) and ethical Commitment and social Accountability is ascertained the impact of environmental Performance of business organization on ethical Commitment and Social accountability. Environmental Performance being a non financial dimension having an ethical and social focus improvement in EPI may result in the strengthening of social and ethical dimensions of business. Therefore results of multiple correlations among these variables reveals this type of correlational relationship.

Table 5: Multiple correlation

| Predictors (Constant)     | Dependant variable    | Correlation | Standard error | P value 95% confidential level |
|---------------------------|-----------------------|-------------|----------------|--------------------------------|
| Environmental performance | Ethical commitment    | 0.78        | 7.53           | 00                             |
| Environmental performance | Social accountability | 0.73        | 8.85           | 00                             |

Source: Primary Data

The above table reveals high degree of correlation between environmental performance and ethical commitment and social accountability. High degree of correlation indicates that higher the environmental performance, higher will be the ethical and social commitment of business organizations. On the basis of results the second hypothesis that there is no correlation between environmental performance and ethical and social commitments is rejected.

**Environmental Liabilities**

The environmental liabilities of business organization is a strong precautionary variable that deters business organisations from anti-environmental activities. Though environmental concern should be associated with core activities of business, some mandatory measures are very essential to ensure environment friendly functioning of business concerns. Here, some prominent environmental liabilities identified for the study are analyzed and measured to examine its relevance in the environmental activities.

At the outset various environmental liabilities are analysed to rank them in the order of degree of influences they exert on business organization in fulfilling environmental requirements.

Table 6: Degree of influence of environmental liabilities on environmental compliance

| Environmental Liabilities | Mean Score | Stand error | Confidential interval 95% (mean score) |
|---------------------------|------------|-------------|--|
| Compliance                | 8.53       | 0.575       | 7.26, 9.657                            |
| Remedial                  | 7.97       | 0.327       | 7.331, 8.612                           |
| Fine and Penalties        | 8.25       | 0.453       | 7.363, 9.13                            |
| Compensation              | 7.52       | 0.354       | 6.827, 8.213                           |
| Punitive Damages          | 8.58       | 0.528       | 7.546, 9.614                           |
| Resource Damage           | 8.73       | 0.477       | 7.796, 9.664                           |

The degree of influence of environmental liabilities in terms of mean score clearly indicate that creation of these liabilities in a way compel the business organizations to conduct their business responsibility. Among these liabilities with the highest score of 8.73 liability for natural resource damage, has

been emerged as the most influencing one followed by punitive damage and compliance obligation with score of 8.58 and 8.53 respectively (Table 6). The degree of influence of other liabilities are also strong considering reasonably high value they scored.

Environmental activities initiated by business should result in ethical commitment and sole accountability. Therefore it is interesting to know how far the prevalence of environmental liabilities promotes environmental performance of business. Therefore multiple correlation between these variable was ascertained to examine this aspect.

Table 7: Multiple correlation

| Preditors (Constant)      | Dependent Variable  | Correlation Error | Standard Level 95% | Significane |
|---------------------------|---------------------|-------------------|--------------------|-------------|
| Environmental Liabilities | Ethical Commitment  | 0.475             | 9.75               | 0.07        |
| Environmental Liabilities | Sole Accountability | 0.385             | 8.87               | 0.08        |

The result shows that though there is some correlation between these variables the relationship is not very strong especially considering the P values which are above 0.05.

### Fundamental Variables in Environmental Accounting

The quality and authenticity of environmental accounting to a great extent depend on the adherence to certain fundamental aspects in environmental accounting which make the system of environmental accounting more authentic. The significance and importance of these variables in environmental accounting is examined in this section

Table 8: Fundamental variables for effective environmental accounting (mean score)

| Fundamental Variables | Mean score | Standard Error | Confidential Level 95% |
|-----------------------|------------|----------------|------------------------|
| Relevance             | 8.12       | 0.432          | 7.264, 8.967           |
| Reliability           | 8.78       | 0.385          | 8.026, 9.535           |
| Neutrality            | 8.41       | 0.534          | 7.343, 9.146           |
| Completeness          | 8.05       | 0.475          | 7.119, 8.981           |
| Prudence              | 8.52       | 0.312          | 7.901, 9.132           |
| Understandability     | 7.43       | 0.289          | 7.43, 7.996            |
| Comparability         | 7.23       | 0.525          | 6.201, 8.329           |
| Verifiability         | 7.58       | 0.326          | 6.942, 8.218           |

Source: Primary Data



The mean score in respect of the various fundamental variable on environmental accounting shows that reliability has emerged as the most important variable for successful environmental accounting followed by prudence neutrality, relevance. The significance and importance of other fundamental variables also revealed from the value scored by these variables.

### Effectiveness in Environmental Accounting - Gap Analysis

The difference in the effectiveness of environmental accounting of public and private undertaking had been measured by comparing perceived performance and expected performance of organisation in respect of fundamental variables in environmental accounting. The difference in expected and perceived performance provide the necessary clue on the efficiency of two categories of business concerns in environmental accounting.

Table 9: Effectiveness in environmental accounting-gap analysis

| Fundamental Variables | Public Sector         |                      | Private Sector        |                      |
|-----------------------|-----------------------|----------------------|-----------------------|----------------------|
|                       | Perceived Performance | Expected Performance | Perceived Performance | Expected Performance |
| Relevance             | 8.53                  | 7.85                 | 6.23                  | 7.53                 |
| Reliability           | 8.25                  | 7.53                 | 5.25                  | 7.25                 |
| Neutrality            | 7.75                  | 7.72                 | 5.75                  | 7.12                 |
| Completeness          | 7.57                  | 8.12                 | 6.25                  | 6.21                 |
| Prudence              | 8.03                  | 8.25                 | 7.28                  | 7.18                 |
| Understandability     | 7.58                  | 8.18                 | 8.15                  | 8.13                 |
| Comparability         | 7.28                  | 7.24                 | 7.53                  | 7.42                 |
| Verifiability         | 7.68                  | 7.62                 | 6.51                  | 7.38                 |
| P Value               |                       | <0.05                |                       | >0.05                |

Source: Primary data

The comparison of perceived and expected performance of public and private sector undertaking in respect of fundamental environmental variables clearly indicate that public sector undertakings have clear superiority over private sector. The perceived performance of public sector undertakings is much higher than expected performance in respect of major variables. However, there is significant gap in the perceived performance of private sector in comparison to expected performance.

### Environmental Clusters

Since the approach and attitude of business organizations in environmental issues differ on account of influence of different reasons, business organizations may be categorised into different clusters in terms of their attitude, approaches, characteristics etc. in environmental matters. For this purpose appropriate correlated variable were diagnosed for the formation of clusters. After developing clusters and defining cluster profile suitable names were given to clusters. Finally cluster analysis was made to bring to light the distinctiveness of each cluster.

Table 10: Environmental clusters of business organizations

| Profile                   | Environmentally Enlightened Eco-lovers   | Environmentally Conscious Eco-Supporters   | Environmentally Aware Eco-Neutrals  | Environmentally Averse Averse Eco-destructors   |
|---------------------------|--|--|---|---|
| Matire amd tupte          | <ul style="list-style-type: none"> <li>● Large-scale &amp; medium Business</li> <li>● Eco-friendly Good services</li> <li>● Excellent track record</li> <li>● High Profitability</li> <li>● Madatory Regulations</li> <li>● Few private undertakings</li> </ul>  | <ul style="list-style-type: none"> <li>● Medium- &amp; smallscale</li> <li>● Eco-friendly Products</li> <li>● Good track record</li> <li>● Mandatory Regulation</li> <li>● Some privateconcerns</li> </ul>   | <ul style="list-style-type: none"> <li>● Large and medium</li> <li>● Private orgnisation</li> <li>● Neutral products</li> <li>● Avarage track record</li> <li>● Voluntary regulation</li> <li>● Some public sector</li> </ul>   | <ul style="list-style-type: none"> <li>● Large and medium Private sector units</li> <li>● Small scale sole traders</li> <li>● Non-eco friendly product</li> <li>● Public sector unit producing non-eco friendly product</li> </ul>  |
| Environmental Atritude    | <ul style="list-style-type: none"> <li>● Environmentally enlightened management</li> <li>● Environmental Promotion programmes</li> <li>● Eco-awareness to Employees</li> <li>● Authentic environmental Data</li> <li>● Admit Environmental Liabilities</li> <li>● Environmental Preferable process</li> <li>● Investment for Eco-system</li> </ul> | <ul style="list-style-type: none"> <li>● Environmentally Conscious Magt</li> <li>● Promote Eco-frindly Programmes</li> <li>● Environmentally Preferable product</li> <li>● Support Environmental Programme</li> <li>● Avoid Pollutions</li> <li>● Avoid soil erosion</li> <li>● Remit environmental fines</li> </ul> | <ul style="list-style-type: none"> <li>● Environmentally Neutral Management</li> <li>● Neutral attitude to eco -Programme</li> <li>● No concern for pollution</li> <li>● Mandatory environm-Ental Lliabilities</li> <li>● No Environmental data</li> <li>● Follow environment-ally neutra process</li> </ul>            | <ul style="list-style-type: none"> <li>● Environmentally averse management</li> <li>● Negative attitude to eco-programmes</li> <li>● Pollute Environment</li> <li>● Produce harmful products</li> <li>● Do not admit Liabilities</li> <li>● No data on environm-ental accounting</li> <li>● Anti-environmental process</li> </ul> |
| Environmental Perceptions | <ul style="list-style-type: none"> <li>● Less eco-fragale location</li> <li>● Prefer eco-frindly products</li> <li>● Environmental cost in production</li> <li>● Environmentally aware Employees</li> <li>● Best environmental Accounting standards</li> </ul>   | <ul style="list-style-type: none"> <li>● Avoid eco- fragile location</li> <li>● Avoid production of Ecologically Harmful products</li> <li>● Data on environmental Activities</li> <li>● Eco-awareness to employees</li> <li>● Good Environmental Accounting practices</li> </ul>                                    | <ul style="list-style-type: none"> <li>● No difference for industrial location</li> <li>● eco-frindly and harmful products</li> <li>● some environmental data</li> <li>● Very few measures to avoid pollution</li> <li>● Some eco-awareness to employees</li> <li>● Some good practices in environmental a/c</li> </ul> | <ul style="list-style-type: none"> <li>● Location at convient places</li> <li>● Always produce eco-harmful products</li> <li>● No environmental data</li> <li>● Pollute environments</li> <li>● practices in environm-ental accounting</li> <li>● No environmental awareness to employee</li> </ul>                               |
| Sample Size               | 12   | 17   | 23  | 45  |

The results of the cluster analysis in table 10 is really interesting and insightful. The clustering of business organization in terms of different environmental variables and cluster analysis provide the real manifestation on the environmental characteristics and attitude of business concerns. The first cluster which is named as environmentally enlightened eco-lovers “ is the star considering its high degree of environmental concern and ethical commitment. These cluster mainly include nature loving, large scale business organizations mainly public sector units. They always manufacture eco-friendly products and have high respect towards environment regulation and other conservation activities. The environmentally enlightened management who are very particular to initiate environmental promotion Programme is the main contributor for the enthusiasm in environmental conservation.

Environmentally conscious eco-supporters is also a cluster which love and preserve environment. Generally they produce eco-friendly products and adhere to environmental regulations. Public sector undertakings and some private concerns included in this cluster. The environment friendly management always promote eco-friendly product and process. Normally, they do not pollute soil, air and use natural resources very responsibly. The third cluster ‘environmentally awared neutrals’ is not very enthusiastic in environment protection and they not very much bothered about environmental conservations though do not resort to anti environmental activities.

‘Environmentally averse eco-destructors’ are the real problem makers in environment front. They always produce ecologically harmful product and follow environmentally harmful production process. They don’t admit any environmental liabilities and do not generate and publish environmental data. Strict environmental legislation and legal remedy for claiming environmental liabilities are very essential to ensure environmental compliance of this category of companies.

### **Conclusions**

The business organizations in the higher level of environmental performance have more ethical commitment and social accountability in comparison to business concerns ignoring the importance of environmental conservation. The business organization observing relevance, reliability neutrality prudence in environmental accounting are able to produce authentic data for ascertaining correct environmental cost. The business organizations which voluntarily admitting environmental liabilities have more ethical focus and social accountability which in a way help them to present good financial and environmental performance. The environmental performance of public sector undertakings is much better in comparison to the performance of private sector undertakings. The contemporary period is the era of environmental conservation and protection and the only viable option available to business organizations is to develop and nurture the environmental and eco system along with business activities that will be the best reward they can offer to future generation from whom they borrow the precious natural resources and environment.

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## **Perceived Ethical Crisis in Accounting Practices**

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The paper attempts to analyse the fairly large primary data ( $N=132$ ) gathered from responses to 57 statements on ethical issues and accounting practices administered on accountants including professionals, and accounting educators as well. Seven different factors that emerge from respondent's acceptability of statements are identified by using Principal Component Method and further verified and tested by Confirmatory Factor Analysis and the Eigen Value analysis. The test for Internal Consistency (Cronbach's alpha) and Inter-rater Reliability (ICC2 test) of our instrument mirrors the appropriateness and reasonability of this exploratory research. The perceived concerns over accounting profession and their sensitivity on ethics in accounting are measured across both groups using the non parametric Levene's for differences. Lastly the respondent demographics as potential predictors of ethical perceptions are investigated through an empirical estimation of Ordered Probit Model.

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### **Introduction**

The quality of corporate financial accounting and reporting is constantly evolving over time in response to informational needs and expectations of financial information users. Today accounting is not perceived simply as a systematic process of recording, classifying, summarizing and reporting transactions, but rather a complex cycle of data processing with potential manipulation of information received and to be released. According to Ijiri (1975) the role of an accountant becomes invaluable both, ethically and functionally as he plays a dual role in an organization one as the supplier of information for managers inside the organization and second, as the supplier of information for the stakeholders outside the organization. Thus when lapses in ethical behaviour by accountants occur, the profession's credibility is endangered and so is their responsibility as a reliable supplier of much vital information as per the argument of Kerr and Smith (1995).

The discussion on concept of ethics in accounting emerges out of the two significant crosscurrent negative developments in the society. The collapse of large corporations has serious financial implications for investors, employees and the public as per Elias (2004), Earley and Kelly (2004) has given rise to a credibility crisis. Concurrently the mass additions to the

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incidents of unethical behaviour by accounting professionals and business managers necessitated discussions like on integrating ethical education at the degree and higher degree level and is documented by Fulman and Cargile (1987), Clikeman and Henning (2000), Wilson (2002) and Smith (2003).

### Review of Literature

Kohlberg (1969, 1981) propose a model of ethical training which suggested that ethical and moral growth could be developed over time through education. Kohlberg defines six stages of moral reasoning and indicates that a person can only pass to next level based on his/her developments in belief's systems.

Of concern to many scholars like Rest and Thomas (1985), Katz (1986), George (1987), Fess (1987), Loeb (1988), Thompson *et al.* (1992) is whether ethics can be taught in a classroom setting, and what the educator's role should be in teaching ethics to students. The rest of literature on ethics and accounting takes many forms. Normative studies like that of Flint (1971), and Zeff (1987) for instance develop arguments based on concepts of professional values and often amount to a call for higher standards (while analytical studies like that of Ruland and Lindblom (1992) draw on philosophical arguments to develop models for resolving moral dilemmas.

Few surveys like that by Karnes and Sterner (1988), Cohen and Pant (1989), Armstrong and Mintz (1989), McNair and Milam (1993) and Adkins and Radtke (2004) report the opinions of accounting faculty while the surveys like that of Alam (1999), Smith (1992) and Lawson (2002) reflect opinions of business school faculty and employers respectively. In the recent years, McPhail (2001) contends that accounting education should contain "an ethics component which attempts to engender a sense of empathy for, and moral commitment to, 'the other' while the study from the industry perspective such as PriceWaterhouse Coopers (2003) identify that ethics is not a consistent and integrated part of the education of most accounting students and therefore this represents a gap in education between pre-entry and continuing professional education.

Results indicate that accounting professionals / accountants though seek ethical and moral direction; it is often late and they lack proper direction in this regard. It is thus imperative that the student and the potential professional must recognise the ethical component in a dilemma before an ethical decision can be made, in spirit of Jones (1991) and Armstrong *et al.* (2003). If these professionals are sensitive to ethical issues, then the decision-maker is likely to use moral dimensions in resolving the dilemma rather than take a heuristic approach such as profit maximisation as per Hooks and Tyson (1995).

It is shown by Jennings (2004) that corporate failures occur only when a lack of attention has been given to the ethical and professional values of honesty, integrity, objectivity, due care and the commitment to the public interest before one's own interests. Given the forces of globalisation impacting accounting services, combined with market competition and high profile

corporate collapses, significant attention has drawn at this aspect by the researches like that Ponemon (1995), Ashkanasy and Windsor (1997), and Leung and Cooper (2005). In the light of the above researches, this paper seeks to explore the likelihood of ethical issues arising in organisations; the perceived causes of ethical failure; the most affected parties, plausible effects and the role of professional bodies to restore credibility in the accounting profession.

Researchers like Douglas *et al.* (1995) question whether the value systems of accounting professionals are strong enough to withstand client self interest threats and economic pressures that potentially compromise professional judgement. Self interest threats arise where there is a conflict of personal interest of the management and the interests of those served by the organisation, leading to the possibility of compromise. Parker (1994) observes that the public interest is readily declared but the private interest remains submerged, yet powerful.

### **Research Methodology**

The incorporation of perceptions of ethical issues across various types of enterprises across the group of accountants and educators is motivated by prior literature which indicates that different ethical issues may be dominant in some enterprise settings, professions, and positions and also linked with the organisational climate of the organisation. A self designed questionnaire based on the Kohlberg's Theory of Moral Development contained a set of statements. The main instrument is a questionnaire which measures the ethical attitudes of accountants and educators in accounting profession. The participants were asked to mark their responses on a five point scale from 1 (Strongly Disagree, Disagree, Neutral, Greatly Agree) to 5 (Strongly Agree). The questionnaire was distributed to accountants in industry including practicing in public accounting and accounting educators.

The survey was conducted from April 2011 through October 2011. Usable questionnaires were obtained from 132 respondents comprising of practitioners and educators. The instrument was initially pilot tested by administering it to 20 accountants and 30 educators. A total of hundred and fifty questionnaires were administered to respondents and the researchers were only able to collect 132 which was used for analysis.

### **Hypotheses**

The following hypotheses are developed.

1. A participant's response about the general perception of ethics and accounting profession will be unaffected by which group within accounting they are a member of the plausible ethical crisis in the profession and the magnitude and extent of their ethical sensitivity.
2. A participant's response about the compulsions, affected parties, plausible effects of the unethical behaviour and the responsibility to uphold ethical values in accounting and reporting will be unaffected by which group within accounting they are a member.

3. A participant's response about the contents of accounting ethics course and the pedagogy to be used in ethical teaching of ethical values in the subject of accounting will be unaffected by which group within accounting they are a member of.
4. A participant's response on all identified ethical issues in accounting will be unaffected by which group within accounting they are a member of, controlling for their demographic factors/attributes.

### Demographic Profile

Table 1: Demographic Profile of respondents

| Particulars                   | Accountants |        | Accounting Educators |        | Total     |
|-------------------------------|-------------|--------|----------------------|--------|-----------|
|                               | Total       | % of N | Total                | % of N | N (%)     |
| No. of Respondents            | 61          | 46.21  | 71                   | 53.78  | 132       |
| Gender:                       |             |        |                      |        |           |
| Male                          | 52          | 53.61  | 45                   | 46.39  | 97 (93%)  |
| Female                        | 09          | 25.71  | 26                   | 74.29  | 35 (27%)  |
| Age:                          |             |        |                      |        |           |
| Young (up to 35)              | 17          | 51.52  | 16                   | 48.48  | 33 (25%)  |
| Middle Age (36-50)            | 25          | 44.64  | 31                   | 55.36  | 56 (42%)  |
| Senior (51+)                  | 19          | 44.19  | 24                   | 55.81  | 43 (33%)  |
| Education Qualification:      |             |        |                      |        |           |
| Higher Education              | 23          | 24.47  | 71                   | 75.53  | 94 (71%)  |
| College Education             | 39          | 63.0   | 0                    | 0.00   | 29 (21%)  |
| Work Experience:              |             |        |                      |        |           |
| Up to 7 years                 | 12          | 36.36  | 21                   | 63.64  | 33 (25%)  |
| Above 7 years                 | 49          | 49.49  | 50                   | 50.51  | 99 (75%)  |
| Position in Office Hierarchy: |             |        |                      |        |           |
| Junior                        | 14          | 42.42  | 19                   | 57.58  | 33 (25%)  |
| Middle                        | 18          | 32.73  | 37                   | 67.27  | 55 (42%)  |
| Top                           | 13          | 51.61  | 15                   | 48.39  | 31 (23%)  |
| Independent                   | 13          | 100    | 0                    | 0.00   | 13 (10%)  |
| God Fearing and Spiritual     | 51          | 44.34  | 63                   | 54.7   | 115 (87%) |

As pictured in the table 1 of the 132 subjects, 46% constituted the accountants whereas remaining 53% represent the educators view. Around three-fourth (73%) of the entire sample is comprised of males. The sample is predominantly young and middle-aged (67%) and around 71% of the samples have completed higher education. This is not surprising given that over half the entire sample comprises of educators teaching at degree and higher levels. Nearly 37% of the respondents among the accountants did not have the opportunity to complete their degree level education. Our sample is largely



experienced as only 7% of the subjects having less than 7 years of work experience. Nearly one-fifth of the 20% sample among accounting practitioners are active members of the ICAI / ICWAI and pursuing independent practice while 67% of the entire sample are in Junior to middle level in the organisation hierarchy. More than two-third of the sample scored on religiosity, and term themselves as god fearing and spiritual. Though the sample is unbiased and random the differences in sample characteristics underscore the potential importance of using multivariate analysis as controls for the sample.

## Results

The results of multivariate analysis are discussed in 4 sub-sections, namely results for internal consistency, results for factor analysis, results from confirmatory factor analysis, and analysis of eigen values.

### Internal Consistency and Inter-rater Reliability

Table 2: Test for internal consistency and inter-rater reliability of sample

| Factors from the Scale<br>(1)   | Accountants               |             | Educators                 |             |
|---|---------------------------|-------------|---------------------------|-------------|
|   | Cronbachs $\alpha$<br>(2) | ICC2<br>(3) | Cronbachs $\alpha$<br>(4) | ICC2<br>(5) |
| 1. Present Perceptions on Ethics in Accounting & Reporting                        | 0.71                      | 0.81        | 0.77                      | 0.89        |
| 2. What are the Compulsions for Un-Ethical behaviour in Accounting and Reporting  | 0.78                      | 0.84        | 0.74                      | 0.73        |
| 3. Who is Affected the Most Due to Unethical Accounting?                          | 0.79                      | 0.85        | 0.80                      | 0.86        |
| 4. Who is Responsible for Upholding Ethical Behaviour in Accounting and Reporting | 0.73                      | 0.83        | 0.71                      | 0.81        |
| 5. Potential Effects of Teaching Ethics   | 0.73                      | 0.80        | 0.75                      | 0.84        |
| 6. Content in Formal Course in Ethical Accounting and Reporting                   | 0.76                      | 0.82        | 0.75                      | 0.82        |
| 7. Pedagogy in Formal Course in Ethical Accounting and Reporting                  | 0.72                      | 0.79        | 0.74                      | 0.79        |

Test for internal consistency assesses the consistency of results across items within a test and is typically a measure based on the correlations between different items on the same test (or the same subscale on a larger test). It measures whether several items that propose to measure the same general construct produce similar scores. Internal consistency is usually measured with Cronbach's alpha, a statistic calculated from the pair-wise correlations between items and ranges between zero and one. A commonly-accepted rule of thumb is that a *alpha* of 0.6-0.7 indicates acceptable reliability, and 0.8

or higher indicates good reliability. High reliabilities (0.95 or higher) are not necessarily desirable, as this indicates that the items may be entirely redundant. The goal in designing a reliable instrument for scores on similar items to be related (internally consistent), but for each to contribute some unique information as well.

Internal consistency or reliability of the scales as measured by Cronbach's *alpha* is shown in Table 2. All scales show satisfactory internal consistency and employed to measure the reliability of our instrument used. Since the *alpha* in all cases is more than 0.7 it indicates the instrument used is acceptable and has high reliability.

Inter-rater reliability is the variation in measurements when taken by different persons but with the same method or instruments. It is the degree of agreement among raters and gives a score of how much homogeneity, or consensus, there is in the ratings given by judges. It is useful in refining the tools given to human judges, for example by determining if a particular scale is appropriate for measuring a particular variable. If various raters do not agree, either the scale is defective or the raters need to be re-trained. Inter-rater reliability is used to assess the reliability of a trust mean score is measured by ICC(2) (*column 3 and 5 in the same table*). Values of above 0.80 are considered acceptable, so all scales here demonstrate very good inter-rater reliability. In general, the profile of the respondents of this study and the validity instrument seems to mirror appropriateness and reasonability of the research. Hence, there is no reason to suspect that the findings of the present study are not generalizable to the overall population.

### **Confirmatory Factor Analysis**

Confirmatory Factor analysis (CFA) was run on the entire set of seven scales. Confirmatory factor analysis is a special form of factor analysis and used to test whether measures of a construct are consistent with a researcher's understanding of the nature of that construct (or factor). In contrast to exploratory factor analysis, where all loadings are free to vary, CFA allows for the explicit constraint of certain loadings to be zero. CFA has built upon and replaced older methods of analyzing construct validity as described in Campbell and Fiske (1959).

Our CFA (Comparative Fit Index) yields a satisfactory fit of 0.8742. Combined, these results provide good evidence for the discriminant validity of the scales. Seven different factors emerge from the overall analysis. We classify and tabulate them separately as perceptions of the respondents, compulsion for unethical practices, affect parties due to unethical practices, responsibility of upholding ethical behaviour, plausible effects of unethical accounting and reporting, perceptions on content of ethics education course and finally the pedagogy for ethical education.

Table 3: Factor loadings from confirmatory factor analysis

| Factors Identified and Confirmed |                    |                    |                    |                    |                    |                    |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| 1                                | 2                  | 3                  | 4                  | 5                  | 6                  | 7                  |
| Perception                       | Compulsion         | Affect             | Responsibility     | Effects            | Content            | Pedagogy           |
| 0.612<br>(Q no.29)               | 0.866<br>(Q no.41) | 0.872<br>(Q no.30) | 0.904<br>(Q no.33) | 0.844<br>(Q no.25) | 0.688<br>(Q no.8)  | 0.674<br>(Q no.32) |
| 0.754<br>(Q no.52)               | 0.856<br>(Q no.3)  | 0.693<br>(Q no.50) | 0.788<br>(Q no.22) | 0.812<br>(27)      | 0.846<br>(40)      | 0.770<br>(Q no.4)  |
| 0.802<br>(Q no.53)               | 0.738<br>(Q no.38) | 0.800<br>(Q no.19) | 0.806<br>(Q no.39) | 0.782<br>(Q no.26) | 0.790<br>(Q no.6)  | 0.694<br>(Q no.46) |
| 0.836<br>(Q no.48)               | 0.626<br>(Q no.15) | 0.798<br>(Q no.9)  | 0.846<br>(Q no.2)  | 0.785<br>(Q no.28) | 0.696<br>(Q no.31) | 0.760<br>(Q no.5)  |
| 0.684<br>(Q no.51)               | 0.512<br>(Q no.44) | 0.844<br>(Q no.21) | 0.750<br>(Q no.42) |                    | 0.844<br>(Q no.36) | 0.630<br>(Q no.18) |
| 0.670<br>(Q no.54)               | 0.904<br>(Q no.17) |                    | 0.841<br>(Q no.14) |                    | 0.758<br>(Q no.8)  | 0.654<br>(Q no.20) |
| 0.902<br>(Q no.1)                | 0.708<br>(Q no.43) |                    |                    |                    | 0.817<br>(Q no.16) | 0.730<br>(Q no.23) |
| 0.794<br>(Q no.37)               | 0.702<br>(Q no.13) |                    |                    |                    | 0.587<br>(Q no.49) | 0.704<br>(Q no.45) |
| 0.810<br>(Q no.56)               | 0.688<br>(Q no.11) |                    |                    |                    | 0.558<br>(Q no.47) | 0.802<br>(Q no.35) |
|                                  | 0.606<br>(Q no.34) |                    |                    |                    |                    | 0.842<br>(Q no.12) |
|                                  | 0.667<br>(Q no.10) |                    |                    |                    |                    | 0.674<br>(Q no.55) |

Comparative Fit Index: 0.8742

Using the rule of thumb in confirmatory factor analysis, loadings should be 0.7 or higher to confirm that independent variables identified a priori are represented by a particular factor, on the rationale that the 0.7 level corresponds to about half of the variance in the indicator being explained by the factor. However, the 0.7 standard is a high one for our pilot analysis and real-life actual data of all respondents may well not meet this criterion, which is why particularly for exploratory purposes, will use a lower level such as 0.4 for the central factor and 0.25 for other factors call loadings above 0.6 “high” and those below 0.4 “low” since in any event, factor loadings must be interpreted in the light of theory, not by arbitrary cutoff levels.

### Analysis of Eigen Values

The eigen value for a given factor measures the variance in all the variables which is accounted for by that factor. The ratio of eigen values is the ratio of explanatory importance of the factors with respect to the variables. If a factor has a low eigen value then it is contributing little to the explanation of variances in the variables and may be ignored as redundant with more

important factors. Eigen values measure the amount of variation in the total sample accounted for by each factor.

We use Kaiser criterion to determine the number of factors. The Kaiser rule is to drop all components with eigen values under 1.0 this being the eigen value equal to the information accounted for by an average single item. The significance of rotated factor loadings was obtained through Burt-Bank's formula  $\pm 0.38$  (rotated factor loading was found to be significant jointly for a sample size of 61 and 71 sample sizes of accountants and educators at 0.05 level of significance denoting the factor loading is appreciable. The Kaiser-Meyer-Olkin measure of sampling adequacy is an index for comparing the magnitudes of the observed correlation coefficients to the magnitudes of the partial correlation coefficients. This measure of sampling adequacy tests whether the partial correlations among variables are small. Large values for the KMO measure indicate that a factor analysis of the variables is a good idea. The KMO measures the sampling adequacy which should be greater than 0.5 for a satisfactory factor analysis to proceed. In our analysis the Kaiser-Meyer-Olkin measure of sampling adequacy for the sample is greater than .70.

Table 4: Eigen values for 7 factors

|   | Factors        | Total Eigen Values | Percent of Variance | Cumulative Percent |
|---|----------------|--------------------|---------------------|--------------------|
| 1 | Perception     | 9.61               | 17.17               | 17.17              |
| 2 | Compulsion     | 10.09              | 18.02               | 35.19              |
| 3 | Affect         | 5.61               | 10.02               | 45.21              |
| 4 | Responsibility | 6.92               | 12.35               | 57.56              |
| 5 | Effects        | 4.51               | 8.06                | 65.62              |
| 6 | Contents       | 9.08               | 16.22               | 81.84              |
| 7 | Pedagogy       | 10.17              | 18.16               | 100.00             |

Keyser-Meyer-Oklin (KMO) measure of Sampling Adequacy .720  
 Significance of Rotated Factor Loadings  
 (approx)  $\pm 0.38$   
 Bartlets test of Sphericity  
 approx Chi sq. and (P. value): 746 (0.04)

Another indicator of the strength of the relationship among variables is Bartlett's test of sphericity. Bartlett's test of sphericity is used to test the null hypothesis that the variables in the population correlation matrix are uncorrelated. Bartlett's test following Snedecor and Cochran (1983) is used to test if  $k$  samples are from populations with equal variances. The Bartlett test is used to verify that assumption that variances are equal across groups or samples. Bartlett's test is sensitive to departures from normality. That is, if the samples come from non-normal distributions, then Bartlett's test may simply be testing for non-normality. Bartlett's test is used to test the null hypothesis,  $H_0$  that all  $k$  population variances are equal against the alternative that at least two are different. Bartlett's test of sphericity tests

whether the correlation matrix is an identity matrix, which would indicate that the factor model is inappropriate. The observed significance level is .04 and small enough to reject the hypothesis in both the cases. It is concluded that the strength of the relationship among variables is strong and it means that the correlation matrix is not an identity matrix.

### Discussion

Factor 1 titled as Perceptions identifies total 9 statements and groups their responses in to this common scale. The results in table 4 are disturbing though, but provide converging feedback about the current perceptions of the accountants and educators over different ethical issues. The results indicate that the accounting profession is in state of perceived crisis. The industry representatives and the educators in the faculty of accounting are unanimous that unethical practices are significantly affecting the stakeholders; the professionals and the society at large with aggregate mean response value of 4.17 and 4.14 out of 5. Their further response is that they had no formal orientation in ethics during their education nor they perceive that current students receive enough orientation in ethics presently. Both the groups shockingly reveal that the incidences of unethical accounting and reporting are common and is increasing.

Following major corporate failures and questionable accounting practices at the beginning of the 21st century, the reputation and ethical values of the accounting profession is tarnished. The tone of the respondents is pessimistic about the present state and the future. The accounting profession has been criticised for seeking to protect its self interest rather than the interests of third parties Lee (1995). Overall respondents believe that ethical development is critical to the profession, necessary to re-establish public trust after recent accounting scandals, and an important step toward making sure that the profession does not lose the right to self-regulate.

Table 5: Present perceptions on ethics in accounting profession

| Q. No | Statements   | Accountants<br>Mean | Educators<br>Mean | Aggregate<br>Mean | Levene<br>Statistics | P<br>Value |
|-------|--|---------------------|-------------------|-------------------|----------------------|------------|
| 48    | The incidences of unethical accounting and reporting are common and increasing                                       | 4.01                | 4.08              | 4.19              | 16.26                | 0.01*      |
| 52    | Unethical Accounting and Reporting is affecting accounting profession at large                                       | 4.13                | 4.16              | 4.17              | 15.37                | 0.01*      |
| 53    | Unethical Accounting and Reporting is affecting society at large   | 4.12                | 4.12              | 4.14              | 24.36                | 0.00*      |
| 1     | A general course in Business Ethics in education is just not enough to impart meaningful inputs in accounting ethics | 4.03                | 3.96              | 4.01              | 6.02                 | 0.06**     |

*Contd...*

Contd...

|    |  |      |      |      |       |        |
|----|--|------|------|------|-------|--------|
| 51 | Unethical accounting and reporting is a deceitful and undesirable practice   | 3.81 | 3.97 | 3.82 | 14.14 | 0.01*  |
| 54 | Unethical Accounting and reporting is inevitable in today's business, political, and macro-economic circumstances              | 3.91 | 3.11 | 3.78 | 7.58  | 0.13   |
| 37 | Presently students are given satisfactory orientation in the process of Accounting Ethics at higher degree level in my opinion | 2.87 | 2.93 | 2.97 | 15.36 | 0.04** |
| 56 | Without a change in the present situation, I am Optimistic about the future of Ethics in Accounting and Reporting              | 2.35 | 2.40 | 2.55 | 5.21  | 0.03** |
| 29 | I had formal exposure to ethics as a course at my degree / higher education  | 1.23 | 1.19 | 1.11 | 13.04 | 0.02** |

### Factors Inciting Unethical Accounting

The responses to a series of statements about possible causes of ethical failure in this factor by both type of respondents however reports more contradictions, with convergence happening only in 2 cases out of 10. The mean responses in 7 out of the 10 statements exceed 3.5 (*more than agreed*) representatives of accounting profession are aware of the significance of many of the ethical issues which may contribute to ethical failures. Overall our results are consistent with Wimbush and Shepard (1994) where ethical behaviour of subordinates was shown to be strongly influenced by their supervisors, suggesting that the actual behaviour of top management reinforces the way lower-level employee act and indeed set the scene for the ethical organisational climate.

Table 5: Compulsions for un-ethical behaviour in accounting and reporting

| Q. No | Statements   | Accountants Mean | Educators Mean | Aggregate Mean | Levene Statistics | P Value |
|-------|--|------------------|----------------|----------------|-------------------|---------|
| 17    | Evasion of taxes   | 4.01             | 4.09           | 4.52           | 13.56             | 0.01**  |
| 3     | Business/Market Compulsions  | 4.14             | 4.08           | 4.28           | 20.34             | 0.06*** |
| 41    | Proposal from Client/ Management   | 4.05             | 4.09           | 4.23           | 19.42             | 0.02**  |
| 38    | Prevent Harassment by enforcement authorities                                | 3.96             | 3.62           | 3.69           | 7.52              | 0.12    |
| 11    | Demonstrate "Self-efficiency" and secure personal benefits to top management | 3.10             | 3.87           | 3.64           | 14.46             | 0.14    |
| 43    | Report Profits / High Profits / Boost owners gain                            | 2.91             | 3.32           | 3.50           | 9.85              | 0.18    |

Contd...

*Contd...*

|    |   |      |      |      |      |      |
|----|---|------|------|------|------|------|
| 13 | Easy Access of Finance / Trade credit and terms | 3.64 | 3.00 | 3.51 | 9.58 | 0.30 |
| 10 | Deliberate Intention to Deceit and Quit         | 3.09 | 3.84 | 3.35 | 5.46 | 0.11 |
| 15 | Ensure "Bare Minimum" Statutory Compliance      | 3.82 | 3.05 | 3.13 | 8.75 | 0.14 |
| 34 | Personal gain to the Accountant                 | 2.43 | 3.71 | 3.03 | 4.14 | 0.17 |
| 44 | Retain Business solvency / Secure New Business  | 2.27 | 2.90 | 2.56 | 3.51 | 0.14 |

### Unethical Accounting and Reporting

From the responses obtained in table 6, it is worth mentioning that both the groups of respondents perceive that the evil effects of unethical accounting and reporting are faced by all the concerned stakeholders of the business and users of accounting information.

Table 7: Stakeholders affected the most due to unethical accounting

| Q. No | Statements             | Accountants Mean | Educators Mean | Aggregate Mean | Levene Statistics | P Value |
|-------|------------------------|------------------|----------------|----------------|-------------------|---------|
| 21    | Government             | 4.20             | 4.13           | 4.22           | 19.78             | 0.03**  |
| 30    | Investors/Shareholders | 4.12             | 4.16           | 4.19           | 21.30             | 0.00*   |
| 19    | Financiers             | 4.02             | 3.97           | 4.05           | 24.76             | 0.01*   |
| 50    | Trade Creditors        | 3.45             | 3.13           | 3.99           | 12.35             | 0.05**  |
| 9     | Customers and Public   | 3.35             | 3.78           | 3.46           | 17.49             | 0.04**  |

When the aggregate mean ranks are ordered from highest to lowest it is seen that the Government is considered to be the more significantly affected party. This evidence collaborated with our earlier finding that the main failure of ethics in accounting happens for securing the benefits of tax evasions. No significant statistical differences are noted with respect to mean responses of the educators and the accountants.

### Upholding Ethical Behaviour in Accounting and Reporting

Table 8: Perceived protectors of ethics in accounting & reporting

| Q. No | Statements   | Accountants Mean | Educators Mean | Aggregate Mean | Levene Statistics | P Value |
|-------|--|------------------|----------------|----------------|-------------------|---------|
| 33    | Owners/Top management                                  | 4.13             | 4.15           | 4.20           | 15.25             | 0.00*   |
| 39    | Professional Bodies                                    | 3.98             | 4.09           | 4.13           | 18.57             | 0.00*   |
| 14    | Educational Institutions                               | 3.83             | 3.97           | 3.94           | 14.70             | 0.01*   |
| 22    | Government through Strong Legislations and Enforcement | 4.03             | 3.87           | 3.92           | 13.38             | 0.01*   |
| 2     | Accountants  | 3.22             | 3.91           | 3.79           | 5.08              | 0.18    |
| 42    | Public Movement demanding ethical conduct              | 3.17             | 3.29           | 3.25           | 11.96             | 0.04**  |

It is maintained that investor confidence will not be restored by legislation or regulation of accounting and reporting alone. The accountants and educators look at the top management /owners and professional bodies and educators as protectors of ethics in accounting and reporting. Since self interest propagated by the owners / management as opposed to a focus on public interest is testament to the distance of the individual from the implications of their decision making in accounting the perceived onus of upholding ethical considerations in accounting lies with the them. The respondents also expect the professional bodies to be clearly committees to a significant role in ethics development through design of along with providing technical accounting skills. The accountants and educators acknowledge the role of professional bodies in setting the ethical tones through professional development programs, continuing education and prescribing strict model codes of conduct with provision for severe actions by erring members. The responses of accountants and educators converge with no significant and statistical differences were noted with respect to 5 statements out of 6.

### Implications of Teaching Ethics in Accounting

The common element in the responses from both groups of respondents is that ethics in accounting can be taught in classroom and can make a striking difference in protecting and promoting the integrity of the accounting profession and the tenets of a good civil society. It is perceived that the ethics education along with the technical skills developed during college and higher education will positively influence students future attitudes toward accounting profession (4.06 aggregate average), will lower the tolerance for unethical behaviour of public (4.05) and also can significantly improve the ethical behaviour of accountants in the new future (3.92). The results do not indicate any statistical divergence in group mean of educators and accountants in all of the cases.

Table 9: Potential effects of teaching ethics

| Q. No | Statements  | Accountants Mean | Educators Mean | Aggregate Mean | Levene Statistics | P Value |
|-------|---|------------------|----------------|----------------|-------------------|---------|
| 25    | Courses on ethics in accounting will positively influence students future attitudes toward accounting profession              | 4.05             | 4.17           | 4.06           | 13.73             | 0.03**  |
| 28    | The tolerance for unethical accounting and reporting by the public will be lower with exposure a course in ethics to students | 4.03             | 4.01           | 4.05           | 18.69             | 0.00*   |

Contd...



*Contd...*

|    |   |      |      |      |       |         |
|----|---|------|------|------|-------|---------|
| 27 | Ethics courses in accounting will improve ethical behaviour of accountants in the near future   | 3.90 | 3.85 | 3.92 | 9.50  | 0.07*** |
| 26 | Ethics courses in accounting can reduce instances of unethical behaviour/fraud by organisations | 3.95 | 3.88 | 3.81 | 11.84 | 0.04**  |

The convincing findings of this study expand the discussion in literature on ethics education in accounting, by confirming the results of previous studies. Weber and Glyptis (2000) found that business ethics course leads an increase in business student's concern for social issues while Dellaportas (2006) indicated that an accounting ethics course can have a positive and significant effect on students. Our research provides evidence to suggest in spirit of that teaching ethics in an academic setup can have positive effect on behaviour. Our finding that teaching ethics in an academic setting can improve moral reasoning or moral behaviour has been consistently found in the literature like that of Nazario (1990), Hildebeitel and Jones (1992), Ponemon (1993), McNeel, (1994), Wright *et al.* (1998), Marino (2004), Coyne *et al.* (2005), and Abdolmohammadi (2005).

### Teaching Ethics in Accounting

Table 10 presents the perceptions regarding major content topics to include in ethics courses in accounting. Neither professionals nor academicians place high importance on philosophical theories, teaching ethics in religion and teachings based on religious books as topics in ethics courses. The mean responses of educators and accountants have no deviation and the Levenes statistics is significant in 8 out of 9 cases.

Table 10: Proposed contents of formal course on ethics in accounting and reporting

| Q. No | Statements  | Accountants Mean | Educators Mean | Aggregate Mean | Levene Statistics | P Value |
|-------|---|------------------|----------------|----------------|-------------------|---------|
| 16    | Ethical Judgement Making Process                                | 4.15             | 4.12           | 4.14           | 18.42             | 0.00*   |
| 40    | Professional Codes of Conduct                                   | 4.14             | 4.12           | 4.13           | 21.33             | 0.00*   |
| 36    | Legislations enforcing Ethical behaviour                        | 4.01             | 4.04           | 4.08           | 19.02             | 0.01*   |
| 6     | Corporate Codes of Ethics                                       | 3.89             | 3.92           | 3.95           | 14.25             | 0.01*   |
| 9     | Current Court Judgements regarding Ethical/ Unethical Practices | 3.68             | 3.80           | 3.87           | 10.31             | 0.06**  |
| 8     | Current Ethical Examples  | 3.49             | 3.65           | 3.48           | 4.74              | 0.10    |
| 31    | Philosophies & Theories of Ethics                               | 3.22             | 3.37           | 3.24           | 6.82              | 0.08*** |
| 49    | Ethics in Religion  | 2.97             | 3.29           | 2.93           | 5.23              | 0.09*** |
| 47    | Teachings from Religious Books                                  | 2.15             | 2.34           | 2.39           | 9.53              | 0.03**  |

Both the type of respondents have convergence about their view that the ethical judgement process, professional codes of conduct, legislations enforcing ethical behaviours and the corporate code of ethics be stressed in a formal course of ethics in accounting and reporting.

The results in table 11 clearly mark stark differences in the pedagogy of teaching ethics in accounting as perceived by industry and those used by the educators. Case studies on real life / hypothetical situations, fraud versus fraud less classroom investigations, Videos, presentations, or other communication from convicted white-collar crime affects and discussion on moral issues and reasoning are the teaching methods prescribed by the accountants in teaching ethics in accounting. The educators on the other hand use and prescribe discussions on moral issues, normal classroom teaching, philosophical discourses and fact actuation and commentary as methods imparting ethical instructions.

Table 11: Pedagogy in formal course in ethical accounting and reporting

| Q. No | Statements  | Accountants Mean | Educators Mean | Aggregate Mean | Levene Statistics | P Value |
|-------|---|------------------|----------------|----------------|-------------------|---------|
| 4     | Case studies of real life examples/hypothetical situation                               | 4.32             | 4.02           | 4.11           | 3.64              | 0.12    |
| 20    | Fraud vs. fraud less classroom investigation scenario                                   | 4.00             | 3.55           | 3.27           | 5.72              | 0.09*** |
| 55    | Videos, presentations, or other communication from convicted white-collar crime affects | 3.96             | 3.90           | 3.37           | 12.82             | 0.04**  |
| 12    | Discussion on Moral Issues / Reasoning  | 3.89             | 4.15           | 4.09           | 2.10              | 0.13    |
| 46    | Role playing, Negotiation, Competition  | 3.46             | 2.5            | 3.47           | 2.58              | 0.12    |
| 23    | Guest speakers who are convicted felons as a result of fraud etc                        | 3.3              | 3.03           | 3.65           | 14.87             | 0.02**  |
| 45    | Review of Films on ethical and unethical behaviour/published articles                   | 3.01             | 3.44           | 3.52           | 3.69              | 0.15    |
| 18    | Fact actuation and commentary   | 2.89             | 3.5            | 3.15           | 3.63              | 0.13    |
| 5     | Group work/Assignments  | 2.87             | 3.75           | 3.89           | 7.40              | 0.08*** |
| 32    | Normal Class room teaching  | 2.36             | 3.98           | 3.37           | 3.71              | 0.15    |
| 35    | Philosophical Discourses  | 2.03             | 3.91           | 3.80           | 1.20              | 0.18    |

The results of our survey indicate that accounting educators have not evolved much in terms of the method of ethics in the classroom. Although our respondents are united in their belief that ethical instruction should be included in the accounting classroom, the methods employed is giving instructions do not seem to have changed much in the past decade. *For instance*, lectures and discussions remains the dominant form of delivery by the accounting faculty even though accountants clearly believe case analysis to be the most effective method. Further, there seems to be little interest of accountants in students being given ethical instructions through philosophical discourses, normal classroom teaching, group assignments to students *etc.*

Accounting practioners believe that coverage should be applied rather than theoretical. They believe that the case method is the best method of delivery and appear to be more comfortable implementing it than they were a decade ago. This study's perceptual data provides evidence that professionals perceive further improvements in teaching pedagogy for ethics courses in colleges. However regardless of the method of ethics coverage, prior research is inconclusive about whether such pedagogies will improve students' moral reasoning or ethical behaviour.

#### **Discussion on the Results of Empirical Model**

Prior research in this area has demonstrated that a number of individual level characteristics serve as good predictors of ethical behaviour. Further, since we wish to accurately measure the difference between the ethical attitudes of accountants and educators groups that may have systematic differences in characteristics like that of gender, age, experience, job position, and religiousness we control for potential differences in the composition of the samples through empirical modelling.

Our survey elicits ordered responses with regard to the statements, with respondents rating the acceptance of each statement as per their agreeability. As a result, our dependent variable takes on ordered integer values. By using an Ordered Probit for our analysis we account for nature of our data. This type of estimation procedure provides consistent and efficient estimates of the relationship between responses and the individual characteristics of the respondent.

#### **The underlying response model for Ordered Probit is given by**

$$Y = B' x_i + v_i$$

where  $Y$  is the underlying response variable,  $B$  is a vector of parameter estimates that correspond to the vector of explanatory variables,  $x_i$ , and  $v_i$  is the residual.

The independent variables used to explain the variation in the ordered response variable are the demographic variables. The dependent variables are the mean scores of each factors identified by the factor analysis, and are modelled separately and presented in table 12. The independent variables in the model include the following:

Dummy variable for gender with value one assigned to males and zero for females, dummy variable for age with value one assigned to respondents who are middle aged and above, dummy for experience with value one assigned to respondents with more than 7 years of experience, dummy for education with value one assigned for those respondents at least completing degree level education, dummy for religiousness with value one assigned for those who claim to be spiritual and religious, and value of zero otherwise respectively. We also classify the respondents based on that fact that they represent the educators or accountants by creating a dummy variable educators by assigning a value one, and zero if they were accountants.

The results of our 7 empirical estimations on 7 different factors (dependent variables) are consistent with the literature that individual characteristics explain much of the variation in ethical attitudes. Males, effect of being older (age) and at least degree educated respondents consistently found the ethically questionable relatively more acceptable. In 5 of the 7 the effect of being male and education were positive and statistically significant at the 10% level or better and thus we conclude that gender and education is associated with significantly different ethical attitudes. The effect of more experience in respondents' respective jobs is also apparent from our results. In 6 of the 7 estimations, the effect of being mature with experience is statistically significant at the 10% level or better. The effect of being religious and God fearing is not significantly associated with having ethical orientation.

Table 12: Ordered probit effect of respondents demographics on factors

| Independent Variables | Dependent Variables Modelled Separately |                     |                   |                  |                         |                  |                   |
|-----------------------|---|---------------------|-------------------|------------------|-------------------------|------------------|-------------------|
|                       | Factor 1 Perception                     | Factor 2 Compulsion | Factor 3 Affected | Factor 4 Effects | Factor 5 Responsibility | Factor 6 Content | Factor 7 Pedagogy |
| Male                  | 0.116*                                  | 0.148**             | 0.010             | 0.01***          | 0.011*                  | 0.072            | 0.023**           |
| Age                   | 0.208**                                 | 0.374*              | 0.239**           | 0.365*           | 0.650**                 | 0.584**          | 0.141             |
| Education             | 0.182                                   | 0.060               | 0.384*            | 0.312*           | 0.565*                  | 0.662*           | 0.421**           |
| Experience            | 0.346*                                  | 0.182**             | 0.251             | 0.450**          | 0.882*                  | 0.153**          | .195**            |
| Position              | 0.315***                                | 0.368*              | 0.182             | 0.290            | 0.020                   | 0.011            | 0.220*            |
| Religiousness         | 0.040                                   | 0.032*              | 0.488*            | 0.374*           | 0.073                   | 0.012            | 0.028             |
| Educator              | 0.239**                                 | 0.372**             | 0.350             | 0.175            | 0.236**                 | 0.210*           | 0.320***          |
| Log Likelihood        | 162                                     | 159                 | 167               | 157              | 169                     | 160              | 161               |

It is found that educators are less-accepting and have higher ethical attitude sensitivities compared to the accountants, and 5 of the 7 the difference were significant. Thus, we are able to conclude that there is significant systematic difference between the two groups and that the accounting educators may be more guided by a theoretical and legalistic approach.

These endings for gender and age are also consistent Keller (1988), Callahan (1990), Smith and Oakley (1997), Borkowski and Ugras (1998) and Conroy and Emerson (2004) among others supporting Kohlberg's (1981) theory of

moral development that suggests that individuals may experience a moral maturation over the course of their life cycle, *ceteris paribus*.

### Conclusion

The age education, and gender is consistent, robust predictors of high ethical sensitivity. It is found that ethical attitudes are not positively associated as one is at higher echelons of hierarchy order and indeed disturbing. Similarly the power of religious affiliation in explaining ethical attitudes has been limited.

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Introduction

The Direct Tax Code seeks to cons

Technical Session I  
**Accounting and Reporting Practices :  
Ethical Dimensions**

**ABSTRACTS**

**CSR Reporting Practices in Indian Banks**

A.N. TAMRAGUNDI\*

Social accounting and reporting is still in transitional stage and there are no standard norms framed for measuring, evaluating and reporting the social performance of banks. Many of the banks in India are still not aware of corporate social responsibility. Banks try to frame their own format of corporate social responsibility report.

**IFRS: Accounting and Reporting Practices in Indian Banking Sector**

A.P. HOSMANI AND JAGADISH HUDGI\*\*

IFRS are principle based standards rather than rule based. Under IFRS there is a need to apply professional judgment consistent with the intent and spirit of standards. The Convergence with IFRS is desirable as it presents Indian industry an opportunity to have a financial accounting framework that is truly global in nature and is expected to provide enhanced access to capital markets and facilitate inter-firm comparisons better than before.

**Indian Accounting Standards (IAS) Convergence with International Financial Reporting Standards (IFRS)**

A.P. HOSMANI AND SHARANABASAPPA\*\*\*

The reasons for divergence between Indian GAAP and IFRS are differences in legal and regulatory requirements, present economic conditions, level of preparedness and conceptual differences. Again there are divergences with regard to accounting treatment and disclosure in financial statements.

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### **Accounting Practices in Business- A Study of Wholesalers and Retailers in Dharwad District**

A.S. SHIRALASHETTI, G.V. KOKKALKI AND RONIL. K. MANOHAR\*

The accounting of business transactions on daily basis is very essential to survive in the today's competitive era. There is an urgent need, in the interest of owners in particular and public in general, to adopt the principles and practices of modern accounting at right time in recording the business transactions.

### **Accounting, Reporting, and Ethical Dimensions of Non-Performing Assets(NPA) in Indian Banking Industry**

ABUDL AZIZ ANSARI AND SANDEEP KUMAR GOEL\*\*

Although adequate disclosures, for NPA are made by Indian Banks, yet there are certain ethical issues related to NPA such as discretionary classification of NPA by bank chairman, stand-still period under CDR mechanism, loans granted under political clout, ineffective post sanctioning, monitoring etc. A study of Annual Reports of Sample Banks reveals that the sample banks are making adequate disclosures of required information related to NPAs.

### **Activity Based Costing System to Measure and Control Costs in Hospitals – A Case Study.**

ABDULRIDHA L. JASIM AND ABDUL AZIZ ANSARI\*\*\*

Estimated cost under Activity- Based costing system might differ from estimated cost under traditional costing system. Cost estimated under traditional costing system, since it is not scientific, might be on higher side and may also result in fixation of higher price. As a result users of the service or product would be paying unnecessary higher price.

### **Role of Comptroller and Auditor General of India (CAG) in Preparing Effective Accounts of State and Central Government.**

AJAY KUMAR CHATTORAJ AND SHAHID AKTHER\*\*\*\*

The comptroller and auditor General of India (CAG) promotes accountability, transparency and good governance through quality auditing and accounting so that public funds are being used efficiently for the intended purposes. Its role is to examine the appropriation of the public money, prevent misuse of financial delegations, impropriety in public expenditure etc.

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## **A Multi-dimensional Ethical Approach to Accounting and Reporting Practices.**

AJAY KUMAR SINGH AND MISS POOJA DHINGRA\*

Lack of specific sustainability/CSR reporting legislation, how to conduct business in the absence of clear guidelines, providing detailed information on internal practices and issues such as transparency, risk, social and environmental impacts, and synergizing social and business interests are the main challenges for sustainability reporting in India.

## **Corporate Social Reporting: A Critical Ethical View at Global Level.**

AKHILESH MISHRA\*\*

While many believe CSR is a western invention, but it draws strongly on deep rooted indigenous cultural traditions, philanthropy, business ethics and community embeddedness. Indeed, some of these traditions go back to ancient times as various business practices in developing countries that practice Hinduism, Buddhism, Islam and Christianity dates back to thousands of years. The attempt should be made to inculcate moral or ethical values in the corporate world to go for CSR.

## **Fair Accounting and Reporting Practices in Panchayati Raj Institutions—A Case Study of Bokaro District in the State of Jharkhand.**

AMITAVA SAMANTA AND AJAY DUTTA\*\*\*

The Panchayati Raj Institutions should disclose the accounting policy adopted for Government grants, including methods of presentation in financial statements and the nature and extent of Government grants recognized in the financial statements, including grants of non-mandatory assets given at concessional rates or free of cost.

## **Accounting & Reporting Practices: Ethical Dimensions**

ANIL A. DATANIA\*\*\*\*

People have some inner understanding of what constitutes ethical behavior but when it comes down to defining ethics this is found to be extremely problematic as it is shaped by personal, cultural, societal and professional values all of which are difficult to specify.

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## **Accounting and Reporting Requirements**

ANIL SINGHAL\*

Reporting Requirements are a result of collaboration between the CANADIAN TELEVISION FUND (CTF) and TELEFILM CANADA (TFC) CTF. These Reporting Requirements were developed to establish a national standard for the film, television and new media industries for Productions that seek public funding through CTF and/or TFC.

## **Indian Accounting Standards and IFRS Convergence- A Tool to Promote Ethical Accounting.**

ANITA SHARMA\*\*

Due to the diverse range of accounting services and recent corporate collapses, attention has been drawn to ethical standards accepted within accounting profession. Adoption of IFRS as a tool of establishing ethics is an attempt to establish a global standard for the preparation of public company financial statements in order to integrate domestic businesses with global investors and financial community so that there remains no language barrier and fraudulent accounting practices. India cannot afford to isolate from global accounting practices, nor shout at it.

## **Convergence of Accounting Standards with IFRS**

ARUNA SAINI, RAMDHAN SAINI AND PRAKASH SHARMA\*\*\*

Commonly accepted accounting standards ensure to protect the interest of the business as well as stake holders of the business. Current accounting and reporting practices do not fulfill the information needs in the present global environment. The convergence of the accounting standards and the potential adoption of International Financial Reporting Standards (IFRS) is critically important element in the solution to this problem.

## **Accounting and Reporting Practices: Ethical Dimensions**

ASHOK KUMAR JHA\*\*\*\*

Ethics and values have been very significant for professional accounting education programmes. Accounting professionals need an education that would ensure the specific application knowledge necessary to practice ethics and morals. The process of being ethical means ability interpret the underlying motives and theories.

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### **Some Reflections on Accounting and Reporting Practices in India**

ATUL BANSAL AND V.M. VANAR\*

The onerous duty of managing the affairs of the company is bestowed on the management of the company consisting of the board of directors and other employees of the company. The board of directors has the delegated authority of the owner members to take decisions and to manage the affairs of the company. The board in turn may delegate their authority to professional managers. Since the board of directors of the company is vested with the authority to manage the affairs of the company, it is their duty to report back to the members regarding the working results of the company and their success in the fulfilling these stewardship functions.

### **Ethical Accounting Practices- A Pre-requisite for Business**

AUDHOOT SATARDEKAR\*\*

A large number of accounting scandals all over the world has resulted in industries losing billions and shutting down of mega corporations & accounting firms because of misrepresentation of accounting and other data. The onus is on accountant to provide transparent evaluation of publically held business entities.

### **Timeliness as an Ethical Dimension of Financial Reporting by Indian Tech Companies- A Compliance Study**

B. CHARUMATHI\*\*\*

Timely publication of results and following the best practices in corporate governance issues alone can help the tech industry to attract foreign investments. The Indians Tech Industry has demonstrated its leadership under the challenging circumstances by performing a fair business in turbulent times. Though the pace in their growth is slow, there overall growth story is not too much affected.

### **IFRS- Implementation and Challenges in India: A Perspective Approach**

B. RAVICHANDRA REDDY AND WAGHAMARE SHIVAJI\*\*\*\*

Growing Indian economy and its increasing integration with global economy, and Indian corporates upstaging their organisations globally make it imperative for India to adopt IFRS. The convergence with IFRS set to change the landscape for financial reporting in India. Convergence help the investors, industries, accounting professionals and the economy in general. Of course path to implement to IFRS is full of difficulties and many challenges to be faced such as training of accounting professional, amendment to the existing laws, rationalization of taxation polices, changes to be made in the reporting system, creating awareness about international practices etc.

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### **IFRS- A Benchmark in the World of Accounting**

B.K. MOHANTY AND SUBHASISH MOHANTY\*

Financial reporting in India was characterized by an acute absence of certain basic accounting pronouncements including in the areas of consolidation of majority owned subsidiaries, accounting for income taxes, accounting for joint ventures etc. However in today's global world, investors are looking at global opportunities and make informed decisions but the differences in accounting standards act as the main barriers in taking quick decisions. The message, therefore, is clear- Converge and Grow or Diverge and Persih.

### **Accounting and Reporting Practices: Ethical Dimensions**

BABLU KUMAR\*\*

There is a need for competent integrative as well as longitudinal studies in this arena. The multidimensional measure is a useful tool for directing research on why accountants make ethical judgments. It would be interesting if advances in valuation of the companies could help to prevent the accounting standards.

### **Environmental Accounting: Its Nature and Significance in the Context of Corporate Information Disclosure in North-Eastern Region of India**

BHASKARJYOTI BORA, RAJESH DEB BARMAN, PARTHA PARTIM DAS AND DEVAJIT SAHARIAH\*\*\*

There is a need for making statutory provisions for mandatory disclosure of environmental protection measures adopted through annual plan and same has to be examined by proper authority. Protection and improvement of environmental resources is a must for sustainable development of all including the business entities

### **Ethics in Accounting and Reporting Practices**

BIKASH KUMAR MALVIYA\*\*\*\*

Accounting ethics is primarily a field of applied ethics, the study of moral values and judgments. Educating accountants on ethics enhance the credibility of the accounting profession.

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\*\*\*\*Mr. Bikash Kumar Malviya, Research Scholar, Dept. of Commerce & Business Administration, T.M.B. University, Bhagalpur.

## **Challenges of Ethics for Maintaining Good Accounting Practices in Modern Business Scenario**

BRAJESH KUMAR\*

Due to the diverse range of accounting services and recent corporate collapses, attention has been drawn to ethical standards accepted within the accounting profession. However some of the recent developments in the corporate field have sullied the image of the accounting profession. To combat the criticism and to prevent fraudulent accounting practices there is a need for improved ethics among the accounting professionals.

### **Impact of IFRS on Corporate Governance.**

C. THILAKAM AND V. MUTHUKUAMR\*\*

As the world continues to globalize, discussions on convergence of Indian GAAP with IFRS has increased significantly. With policy of liberalization and increase in international capital market activities due to globalization, the gaps between Indian and international accounting standards should narrow down. Too many approaches in each accounting standard are to be limited and all accounting standards have to be made mandatory, otherwise it will be exceedingly difficult for Indian investors to trust the corporate governance.

### **Dynamics of Ethical Accounting**

C.M. THYAGARAJA\*\*\*

Ethics and Professional conduct plays an important part in the accounting profession, ensuring public trust in financial reporting and business practices. By educating accountants on ethics before entering the workforce, such as through higher education or initial training at companies, it is believed it will help to improve the credibility of the accounting profession.

### **Dimensions of Accounting Practices- An Ethical Approach**

CHANDRASHEKHAR SHEELAVANTH AND BASAVARAJ.C.S.\*\*\*\*

In recent times though there is a vast improvement in accounting and reporting practices among small and medium scale units but still they need to be educated about fair and transparent accounting & reporting practices. At the time of granting of licenses DIC should make training in accounting compulsory to the entrepreneurs.

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### **Accounting Practices of Pharmaceutical Units (Medical Stores)**

CHANDRASHEKHAR SHEELVANTH\*

Institutions such as DIC, SIDME, and Chamber of Commerce & Industries in collaboration with ICAI should launch awareness programmes to educate the prospective entrepreneurs. Many of them are ignorant about the key issues in accounting & reporting practices.

### **Evaluating Performance of Indian Corporate Sector: A Study through Selected Aspects of Social Performance**

CHITTA RANJAN SARKAR AND KARTIK CHANDRA NANDI\*\*

Every business entity, in one or other way, is a social entity. The traditional system of measuring the performance of an enterprise center around the age old practice of measuring gross profit, net profit, return on capital employed, etc, where the focus is on financial performance. But for the objective evaluation, the performance of the company has to be evaluated on both financial and social parameters.

### **Social Reporting: A New Dimension Towards Corporate Social Performance**

DEBABRATA MITRA, AMLAN GHOSH AND PARAMITA CHOUDHURY\*\*\*

Industrial units must be unbounded with aim of discharging the social responsibility to the locality and to the society from where it consumes air water and minerals. There is a need to take in to account social and environmental impact of corporate activity when making operating decisions.

### **Role of Corporate Transparency in Corporate Reporting.**

DHARMENDRA S. MISTRY, SANDIP K. BHATT AND VIRAL K. PATIL\*\*\*\*

Corporate transparency in corporate reporting is the extensive accessibility to pertinent, reliable information about the periodic performance, financial position, investment opportunities, governance, value and risk of publicly traded companies. Transparency in corporate reporting helps in developing the sound structures and disciplines for good corporate governance, and ultimately creates positive impact on overall economic performance of business entities in particular and the country in general.

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### **Ethical Governance Practices: An Exploration of Financial and Non-Financial Disclosures of Selected Namibian State Owned Enterprises**

E.D. BEUKES AND U. L. PALIWAL\*

The Government of Namibia's response has not always met desired standards of transparency and accountability. In some cases, the media and the public were left with the impression that Government either sought to cover up wrongdoing or was not diligent in its efforts to address the problem.

### **International Financial Reporting Standards- An Ethical Perspective**

G. SANTHIYAVALLI AND M.USHARANI\*\*

IFRS has assumed a great significance from the point of view of global financial reporting. Initially it may not be possible to make the whole Indian accounting standards to be in perfect synchronization with IFRS, as there still exist some major differences in the Indian economy compared to world economy.

### **Role of CA Institute in Accounting & Reporting Practices**

GANGADHAR V. KAYANDE PATIL\*\*\*

There should be some standardized set of rules and accounting principles to reduce or eliminate confusing variations in the methods used to prepare financial statements. However, such accounting rules should have a reasonable degree of flexibility in view of specific circumstances of an enterprise and also in line with the changes in the economic environment social needs, legal requirements and technological developments.

### **Corporate Governance Disclosure and Performance of Finance Sector: An Empirical Analysis in the Indian Context.**

GUNTUR ANJANA RAJU AND MARY JOHN\*

India is one of the largest emerging markets in terms of market capitalization and number of share holders. It is imperative for the companies to maximize the share holders value and wealth. Bad governance and ineffective management of companies cause huge loses to the investors. Corporate governance is considered as an important instrument for the protection of ordinary investors.

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### **Human Resource Accounting in Oil and Natural Gas Corporation Limited: An Ethical Dimension.**

H.K. SINGH AND MEERA SINGH\*

HRA practice of ONGC is satisfactory. Although it has not reported the HR cost data, yet the information provided regarding the numbers, value and the ratio of value per employee are very useful in taking decision about human resources.

### **Prospects and Challenges of International Financial Reporting standards in Indian Context**

H.S. PATANGE AND B. D. KOMPALWAR\*\*

High standards of financial reporting underpin the trust investors place in financial and non-financial information. Thus, the case for a single set of globally accepted accounting standards has prompted many countries to pursue convergence of national accounting standards with IFRS.

### **Government Accounting Practices for Matching Grants Schemes in Andhra Pradesh: A Study on SGSY Scheme.**

INDRAKANTI SEKAR AND A. NARASIMHA RAO\*\*\*

Accounting rules can be manipulated and abused to provide a misleading picture of what is really happening in the national economy. There is need for fair and transparent accounting system for evaluating implementation of matching grants scheme and its performance of receiving and allocating grants, and also differences between allocation and releases i.e., lapses of grants under SGSY scheme.

### **Report on the Observance of Standards and Codes (ROSC) in Kenya**

ISAIAH ONSARIGO MIENCHA, M. SELVAM AND M. GAYATHRI\*\*\*\*

Though Kenya's accounting and auditing standards were developed in line with international standards, without a strong monitoring and enforcement mechanism the country cannot ensure adequate compliance with applicable standards on par with international good practices.

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## **Corporate Environmental Disclosure by Select Indian Companies**

J.K. BARMAN, R. BARMAN AND SUSMITA DAS\*

Disclosure of environmental information in annual reports has not kept pace with legislative reform. Environmental reporting is in early evolutions, currently there are very limited requirements for its reporting. There is a need to make the environmental disclosure an integral part of the overall accounting system

## **Ethical Dilemma in Accounting and Reporting**

J.P. SHARMA AND BABITA JHA\*\*

There is a greater need on the part of all accountants and their firms to show and practice a good ethical practice. Accounting scandals call for new reforms, regulations, and increased higher education to combat the dangers of unethical behavior. It is possible that by educating accountants on ethics before entering the profession, such as through higher education or initial training at companies will help in improving the credibility of the accounting profession.

## **IFRS: Hopes and Challenges**

JAGDISH R. RAIYANI AND MANISH M. THAKER\*\*\*

Looking at the present scenario of the world economy and the position of India, convergence with IFRS is a must. Transition to IFRS will not be swift and painless. Its implementation would require change in some of the accounting policies and extensive disclosure requirements. Keeping in mind the fact that IFRS is more a principle based approach with limited implementation and application guidance and moves away from prescribing specific accounting treatment all accountants, whether practicing or non-practicing, have to participate and contribute effectively to the convergence process.

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\*\*\* Jagdish R. Raiyani and Dr. Manish M. Thaker .....

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### **IFRS Implementation in India: Opportunities and Challenges.**

JAINUDDIN R. MULLA\*

Ensuring a high quality corporate financial reporting environment depends on effective control and enforcement mechanism. Mere adopting International Financial Reporting Standards is not enough. Top management should ensure that the financial statements are prepared in compliance with IFRS. Auditors and accountants should prepare and audit financial statements in compliance with IFRS. Regulators and law makers must devise efficient monitoring system of regulatory compliance of International Financial Reporting Standards.

### **Ethics in Corporate Financial Reporting - An Overview**

K. SOMESHWAR RAO AND P. INDRASENA REDDY\*\*

The individuals concerned with the preparation, certification and using of financial statements should be moral and ethical in fulfilling their responsibilities, so that, the corporate financial reporting system will ensure the presentation of the true performance of the companies.

### **A Comparative Study of Revised Schedule VI and Existing Schedule VI**

KAILASH KUMAR CHOUDHARY\*\*\*

The Existing Schedule VI does not require companies to classify assets and liabilities in to current and non-current categories. The revised schedule VI requires companies to classify assets and liabilities in to current and non- current categories .This will definitely improve the usefulness of the balance sheet. .

### **Accounting & Reporting of Carbon Credit**

KINNARRY THAKKAR AND AMIT K. PRAJAPATI\*\*\*\*

The emergence of the opportunity of revenue generation by taking up structured Clean Development Mechanism (CDM) projects has given a new dimension to accounting and taxation. The concept of carbon trading is new even at international level. As of now, there are no separate Indian Accounting Standards to measure income and expenditure from carbon reducing projects. Today, carbon accounting and reporting accountability resides within environment, health and safety department.

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### **Corporate Reporting Practices in India in the present globalised Environment: A critical Study**

KRISHNA CHANDRA DWIVEDI AND KRISHNA DWIVEDI\*

The global standardization of accounting issues is of vital importance in the era of cross- border movement of capital. The fast pace of globalization resulted in Indian accounting standards and corporate governance requirements to be in tune with international practices. However, mere adoption superiors accounting & disclosure standards will not raise the quality of Indian financial reporting. Creating complimentary institutional framework is very much critical. A new model for corporate reporting based on three tires, developed by Di Piazza and Eccles, ensures full transparency and vision of the future corporate reporting.

### **Gratifying the Social Responsibility through Eco-Reporting: A Case Study of Tata Steel Ltd.**

KRISHNA KUMAR\*\*

A great deal of environmental pollution is man made and generated by industries for making profits. Since companies are treated as corporate citizen, they are equally responsible for environmental protection. The objective of Tata Steel Company is to reduce carbon emission up to international level.

### **Ethical Issues in Accounting in India**

M. JAYAPPA AND SHANKAR R.\*\*\*

The ethical evaluation of a situation is an abstract concept and cannot be measured directly (e.g. with a ruler or a balance). The three dimensional – moral equity, relativism and contractulism capture a substantial amount of decision dynamics used by the respondents to make ethical judgments. The multidimensional measure is a useful tool for directing research on why accountants make certain ethical judgments.

### **Challenges in Valuation and Reporting Standards for Carbon Credits in India**

M. MADHU LAL, G.R. NAGENDRAN AND G.RAJU\*\*\*\*

Carbon Credits are a huge growing opportunity with a boon to environment. Despite some unresolved issues Carbon Credits have emerged as a much sought after commodity for trade. Emissions trading schemes will impact the accounting profession significantly. The discussion on how to report these transactions are in the very formative stages.

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## **Social Accounting and Reporting**

M. SURESH\*

Social Accounting is often used as an umbrella term to describe a broad field of accounting research and practice. Social Accounting may specifically refer to the research or practice of accounting for an organization's impact on the environment outside the business organization. Social accounting takes in to account the social and environmental effects of a company's economic actions.

## **Road Map to India to Converge with International Accounting Standards (IAS)**

M.G. MULLA\*\*

Moving from one frame work to another calls for care and special expertise. There are major differences between most national standards and international standards. There are two major concerns in the IAS conversion process. First, IAS is a major project that must be managed effectively. It involves financial cost and addressing human resource issues. Secondly, IAS will bring major changes in the method of reporting; certainly it will take time for the users of accounting information to accustom to the new system of reporting.

## **Corporate Governance and Indian Accounting Standards\_-An Assessment**

M.P. SURI GANESH, DR. S. TARAKESHWARA RAO AND G. TULASI RAO\*\*\*

The establishment of harmony among the different applicable laws like Companies Act, Income Tax Act, Banking regulations etc would give true and fair view of businesses. The gaps between Indian and international accounting standards should be narrowed down, variety of approaches have to be limited and all accounting standards have to be made mandatory. Otherwise it will be exceedingly difficult for Indian investors to trust the corporate governance.

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### **Ethical Issues of Accounting: A Perspective Study and Solutions.**

MAHESH SINGH BAGEHL AND NAVRATAN GUSAIWAL\*

Various frauds have highlighted the importance of ethical practice in accounting. Apart from changes in accounting regulation, ethical standard and governance codes must be properly enforced in the corporate world. The challenge of enforcing international accounting standards within a range of differing accounting cultural contexts is likely to be problematic.

### **Quantitative and Qualitative Aspects of Corporate Financial Reporting: An Overview**

MANISHA S. BHATT, S.A. CHINTAMAN AND GAUTAM V. MISTRY\*\*

Companies apart from complying with quantitative aspects of corporate financial reporting requirements should also take in to account qualitative aspects such as reliability, comparability, understandability and relevance to satisfy the needs of various stake holders. There should also be a system for immediate penalization of companies whenever there is a negative reporting by the auditors for non compliance with the statutory requirements which should also be given wide publicity.

### **Monitoring Through Corporate Governance Rating and Its Link with the Performance Indicators: An Empirical Study of S&P CNX Nifty Companies.**

MANISHA VERMA\*\*\*

The recent corporate failures of prominent companies in different countries have contributed greater attention to corporate governance and corporate governance rating. In a way corporate governance rating or scoring ensures good corporate governance system in the corporate. There is a need of collaboration among regulators, business and industry professional bodies and universities and academia for developing sound corporate governance rating system.

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## **Perceived Ethical Crisis in Accounting Practices**

MANOJ S. KAMAT AND MANASVI M KAMAT\*

Respondents were unanimous about the near absence of a formal exposure to ethics at degree and higher degree levels indicating failure of education system in giving needed inputs in ethical orientation. Ethical development is critical to the profession, necessary to re-establish public trust after recent accounting scandals, and an important step toward making sure that the profession does not lose the right to self regulate.

## **Accounting and Ethics**

MD. SULEMAN\*\*

Ethical Accounting to a large extent can help in presenting a true and fair view of the financial statements of a business entity; accountants must follow the code of ethics set out by the professional body of which they are members. It is imperative for the sake of our economy that accountants must maintain a high ethical standard in their work.

## **Ethics in Accounting Practices**

MINALI MEHRA\*\*\*

Unethical business practices not only violate the fundamental righteousness of the stake holders but also hamper firm's sustainability and even creates question mark over the survival of the company. Any kind of misleading information plays with trust of the stakeholders and it affects the image of the company also.

## **International Financial Reporting Standards: Need in a Globalised Era.**

MOHD. YAMEEN\*\*\*\*

Through international financial reporting standards (IFRS) a developing economy like India may attract more investments (Debt& Equity) and comparative picture of financial statements at international level may be presented before the users for judging the performance of enterprises.

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## **Accounting & Reporting Practices: Ethical Dimensions**

MONIKA KASHYAP AND DINESHKUMAR SHARMA\*

India is slowly moving towards convergence with IFRS. Training, education and skill development are the corner stones for successful convergence with IFRS, All the stake holders including accountants, auditors, customers, software and hardware vendors, rating agencies, analysts, audit committees, valuation experts should join together for developing enabling regulatory framework and infrastructure that would assist and facilitate IFRS convergence.

## **Corporate Governance: A Tool for Management Control System**

N.N. PATEL AND JAY R. JOSHI\*\*

Corporate governance is, to a large extent, a set of mechanisms, through which outside investors protect themselves against expropriation by the insiders. Key principles of corporate governance include honesty, integrity, trustworthiness, openness, performance orientations, responsibility and accountability, mutual respect and commitment to the organization. Financial accounts form a crucial link in enabling providers of finance to monitor directors.

## **Convergence to International Financial Reporting Standards (IFRS) in India: An Assessment.**

N.S. PANDEY AND MAJOR PILLAI\*\*\*

Implementation of IFRS-converged standards would help in bringing excellence in financial reporting, facilitate easier comparison of financial statements and also help the investors to take informed decisions. The emergence of global financial reporting language will open up new business opportunities and it will also be possible for developed nation to outsource their finance function in full. The transition from GAAP to IFRS is not only inevitable but a positive development also.

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### **Convergence with IFRS-Challenges and Issues**

NAGARATANA R., SHRI. S.B. KAMSHETTY AND SURENDRANATH S BILLUR\*

Though IFRS pose number of challenges to the Indian accounting world, it has become important to converge Indian accounting standards with IFRS to adjust with changing environment. IFRS lets companies to be principled, fair-value minded and talk about economic performance and not accounting performance.

### **Accounting and Reporting Practice of Commercial Banks Regarding Investment & Advances**

NAGENDRA KUMAR JHA\*\*

Most the banks show the classification of Investments and advances but they do not show the amount of each classification. This creates hurdles before users of financial statement in taking appropriate decisions. There should be uniformity in the method of valuations of investment portfolio of each and every commercial bank and the same should be accounted and reported on regular basis under the supervision of RBI.

### **Environmental Accounting in Indian Context- An Empirical Perspective on Environmental Performance and Social Accountability of Business.**

P. ANTONY GEORGE\*\*\*

The contemporary period is the ear of environmental conservation and protection and the only viable option available to business organizations is to develop and nurture the environment and eco system along with business activities that will be the best reward they can offer to future generation from whom they borrow the previous natural resources and environment.

### **Convergence in Accounting the Deferred Tax**

P. BABA GNANAKUMAR\*\*\*\*

Due to variation in the disclosure norms among the direct taxes and accounting standards the firms are following dual standards. Indian accounting standards may include the positive and negative evidences in determining the future income to carry forward the liability. The fiscal policy regulators should consider the deferred tax trend in fixing the corporate taxes. Then only the timing differences will be adjusted with the tax rate differences.

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## **Ethical Dimensions of Indian Accounting Standards and Regulatory Procedures.**

P. BHUVANESWARI\*

A financial reporting system supported by strong governance, high quality standards and a sound regulatory framework is a key to the development of not only corporate India but also the overall Indian economy. High-quality standards of financial reporting, auditing and ethics form the foundations of trust that the investors place in financial information and therefore play an integrated role in contributing to a country's economic growth and financial stability.

### **A Study on Convergence of Accounting Standards in India.**

P. PARAMASHIVAIAH, PRAMOD GONCHAKAR AND A.B. NAGARAJA\*\*

Today we are operating in a global bowl. Corporate will have to present the financial statements not only as per the accounting norms of home country but should also incorporate a separate statement prepared as per internationally accepted accounting norms. In the present scenario, it is prudent enough to follow two sets of financial statement one which adheres to local AS and second to either US GAAP or ISAS.

### **Ethics in Business Accounting**

P.C. MONTY\*\*\*

Neglect of environment and eco system, production of dangerous products, dumping, unfair labour practices, and unfair financial indulgences, cut throat competition, over-legislation are all inimical to the health of the society. The sum of deceit always breeds a source of distrust and skepticism, which affects the business image. Trust breeds trust so good business ethics necessary to build up mutual trust and goodwill which is important to run business successfully.

### **The Ethical Perspective of Creative Accounting**

P.K. PODDAR\*\*\*\*

Creative accounting involves a transformation of financial accounts using accounting choices, estimates and other practices allowed by accounting regulations. In countries with highly conservative accounting systems the 'income smoothing' effects can be particularly pronounced because of the high level of provisions that accumulate.

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### **Ethical Issues in Accounting and Reporting Practices.**

PANDIT C. BILAMGE AND MORAGE PRAKASH V.\*

Ethics is the most powerful tool to handle certain issues where law will not make much impact. No law is as powerful as ethics. Ethics can bring desirable change in the society. Accounting profession also requires ethical behavior from accountants and auditors in the larger interest of economy and industry.

### **Reporting of Financial Performance of an Enterprise with Ethical Based New Dimensions.**

PATIL KALLINATH .S, C.S. SALIMATH AND SHRIMANTH F.TANGADE\*\*

Financial performance reporting provides present and potential users with important information in taking important decisions relating to investment, credit etc. Of course recent years have witnessed increased pressures on organizations to demonstrate social and ethical financial performance and accountability.

### **Ethical Issues in Reporting and Disclosures of Intangibles – A study of Indian Corporate.**

PRADEEP KUAMR SINGH AND V. SOUGOUMARIN\*\*\*

In the present knowledge era, intangible assets are key drivers of the organization. Intangible assets largely affect value creation of the firm and value creation takes place through, innovations, research and development, brand building, relationships and networks- all intangibles. However, the most single attribute of intangibles is the high degree of uncertainty associated with future benefits accruing from them. In that scenario ethical reporting is gaining more importance because inappropriate valuation and reporting are the main reasons for the collapse of various corporate.

### **Ethical Approach to Accounting and Reporting Practices.**

PRAFULLA PRADHAN AND KISHOR CHANDRA RAUT\*\*\*\*

Recognition of Ethical dilemma is the first step in deciding how to resolve the dilemma. When GAAP procedures do not tell how to resolve the accounting issues the accountant faces moral dilemma. He has to solve this through an orderly process of inquiry & rational analysis. As the focus on ethics in business & the global economy becomes clear the ethical codes in accounting become even more significant & necessary to uphold.

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## **Accounting and Reporting Practices: Ethical Dimensions**

PRALHAD HUILGOL AND MAHIBOOB MAHALINAMANI\*

In spite of having good number of regulatory statutes, there are frauds and scandals. Though professional accounting bodies are having code of ethics for their members but still many accounting professional were party to the corporate frauds and collapses. Chartered accountants must act as partners in the nation building.

## **The ABC of Carbon Accounting and Indian Scenario.**

RAHUL SINGH, VIBHA SINGH, S.P. SINGH AND MEENA SINGH\*\*

It is felt that without greater investment in forest carbon accounting neither accounting method could be developed which could be universally accepted under conditions nor the quality of data could be improved. These investments should aim to reduce the complexity of accounting and limit the trade-offs that must be made between costs and accuracy.

## **Corporate Social Reporting Practices in India.**

RAJNALKAR LAXMAN AND AKRAM BASHA\*\*\*

The accelerating pace of globalization and increasing competition force the companies to have clearly defined business practices with sound focus on public good. In order to make CSR (Corporate Social Responsibility) a way of life for the business organization, the need to establish specific statutory regulation is essential. Without it, CSR disclosures tend to be too subjective as they lack standardized approach.

## **Significant Differences between IFRS and IGAAP- Its Present Scenario.**

ROCHANA KHARANGATE\*\*\*\*

Convergence with IFRS eliminates multiple reporting and also brings transparency. India is emerging as one of the economic super power; it needs to strengthen its economic structure. Convergence to IFRS will help all the stake holders. Though there are challenges, the benefits of adopting IFRS leads to globalization of business in a smooth manner.

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### **Ethical Dimension of Accounting Practices (A Study With Reference to Perception of Students at P G Level)**

S. GEJALAKSHMI AND RAMACHANDAN AZHAGAIAH\*

Continuing education with more focus on ethical precepts and guidelines may help in recognizing ethical dilemma and help ethical behavior consistent with the professional standards; accountants have great responsibilities to their clients and to society at large and need to uphold the highest ethical standards in order to sustain the trust worthiness of the profession.

### **Corporate Reporting–Ethical Practices and Social Responsibility**

S. KAVITHA DEVI AND M. RAMESWAR RAO\*\*

Corporate social Responsibility driven business is about choosing activities that are in keeping with business values and challenges in a way that helps the business meet its social obligations while at the same time creating new growth opportunities.

### **Resolving Ethical Dilemma in Corporate Financial Reporting**

S. MAREGOWDA\*\*\*

The accounting professionals should comply with fundamental principles such as integrity, objectivity, professional competency, due care, confidentiality and professional behavior in carrying out the accounting functions. The professionals in the accounting area should place public interest above personal gain.

### **Ethics in Accounting & Reporting Practices**

S. MURALIDHAR, K.S. SAILAJA AND P.R. NARASAPPA\*\*\*\*

Being ethical and moral in the business world should be the rule, not the exception. Accountants should always present true, fair and accurate information to the stakeholders. They should monitor, on continuous basis, and update current financial disclosure trends to ensure meaningful disclosure from public companies.

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**XBRL-The Financial Reporting System in India.**

S. SUDALAI MUTHU AND R.HARIHARAN\*

XBRL (Extensible Business Reporting Language) as a reporting language is becoming popular across the world and it is imperative for India Inc. to be a part of the reporting revolution. XBRL implementation process would call for skill sets which are blend of technology & accounting competence.

**Accounting and Reporting for Buyback of Shares in India.**

S. TARAKESWARA RAO, M.P. SURI GANESH AND G.TULASI RAO\*\*

Many accounting and Reporting issues relating to buyback of shares have not been addressed effectively in India. Voluntary disclosure of information on key issues will bring uniformity in presentation of accounts which will facilitate a wise judgment on the part of the investors. Accounting and reporting for a particular transaction assumes importance in view of the fact that it may affect the state of affairs of the business.

**Recent Accounting and Reporting Practices in Business: Ethical Approach**

S.G. KHAWAS AND SANJAY J. PATIL\*\*\*

Business may be of any type but it is necessary to record the transactions and maintain proper books of accounts. Building truth in the whole value chain is the essential requirement in the business. The major challenges confronted by the businesses today are ethical issues in the field of accounting and reporting practices. Transparency and accountability are the most important factors in accounting and reporting practices.

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## **Corporate Financial Reporting In India**

SANDIP K. BHAT, GAURANG C. BAROT AND K.B. RAO\*

In India shareholders are the primary users of financial reporting. Accordingly the system of accounting and reporting adopted by the companies largely caters to the needs of existing shareholders. However there are other potential users also who are equally interested in financial reporting information for making economic decisions. Therefore the purpose of financial reporting in India should be to serve not only existing investors but also prospective investors, creditors and other external groups.

## **Corporate Governance: A Study of Mahindra & Mahindra**

SANJAYA KUMAR SATAPATHY AND BISWA MOHANA JENA\*\*

Structural characteristics of the Indian corporate sector make the corporate governance problems in India very different from that of western world. The governance issue in the USA or UK is essentially that of disciplining the management while in India it is disciplining the dominant shareholder (be it the public sector, the multinational, or private sector).

## **Ethics in Accounting & Corporate Reporting in India**

SANJEEB KUMAR DEY AND ABHAY KUMAR PANDA\*\*\*

Creation of a sound ethical business environment is the need of the hour. A well laid down policy for creating ethical awareness promotes moral behavior. However, since morality is often an uncommon asset in money matters, internal control procedures must be imposed to ensure that the business upholds its social & moral responsibility and the fairness and authenticity of accounting system is maintained.

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**Accounting and Reporting Practices: Ethical Dimensions.**

SANTANU KUAMR DAS AND RABI N MISRA\*

The vision of ethical accounting world may inspire many minds, but in the practical field it is hard to go about embracing a situation where accounting principles and practices are perfectly harmonized among the countries throughout the world to narrow down the differences. There shall be inter-country coordination committee in auditing principles and standards.

**Ethical Dimensions of Accounting: A Case of Indian Banks.**

SANTOSHKUMAR MAHAPATRA\*\*

Banks have been blamed largely for the global financial crisis. There is a greater need on the part of the banks to adopt all possible standards for good corporate governance. It is the responsibility of the banks, professional accountants & managers, professional bodies and regulatory authorities to ensure development of ethical standards on the part of bankers and strict implementation and compliance to those.

**Reviewing Accounting Professionals with Reference to Ethical Deterioration**

SARITA KARANGUTKAR AND ANANT DESHMUKH\*\*\*

One of the biggest problems facing the accountancy profession across the globe is how to imbibe ethics in those who enter the profession, and how to ensure that the ethical standards and behaviour of senior professionals are as fresh and relevant as technical knowledge.

**Corporate Financial Reporting**

SHIV KUMAR JILOKA, BUCHESHWAR MANDAL AND ANIL CHANDRA PATHAK\*\*\*\*

The manner in which disclosures are made not clear and impressive and it does not reflect "A true and fair view of the state of affairs" as well as operating results of the business enterprise. The present disclosing practices need improvement so as to develop some effective practices of accounting by the enterprises in India.

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### **Heralding Audit Committee: A Precursor of Ethical Accounting and Reporting**

SUBHASHRI BOSE\*

The Audit committee is the frame work of corporate governance, expected to deliver correct and accurate financial statements while ensuring smooth flow of the audit functions of the organization. It has to observe the highest standards of propriety involving impartiality, integrity and objectivity in relation to the stewardship of public funds, the management of the company and the conduct of its business.

### **Accounting & Reporting Practice- Ethical dimensions – A Study of Selected Corporate Frauds in Saytam, Enron and Worldcom.**

SOPAN KASINATH\*\*

The essence of accounting ethics is the maintenance of professional objectivity and integrity. Less time spent on audits might have resulted in unstopping the creative corporate frauds, and so stringent action has to be taken on the auditors responsible for corporate frauds in India as normally done in the west.

### **Corporate Governance & Accounting Standards in India**

SUMIT PRASAD\*\*\*

The importance of good Corporate Governance has always been increasingly recognized for improving the firm's competitiveness, better corporate performance and better relationship with all stakeholders, because of which the Indian Corporate have obliged to reform their principles of Governance.

### **Fixed Assets – Issues, Control and Its Effective Management**

T. ASWATHA NARAYANA, M JAYAPPA AND DANANJAYA M.S.\*\*\*\*

Fixed Assets act as a catalyst for successful operations in the long run. It plays a vital role for ensuring smooth flow of business activities. However technology, always changing phenomenon, is posing a big challenge in the management of fixed assets. The organization has to ensure that fixed assets are acquired and disposed of only upon proper authorization, are adequately safeguarded, and properly recorded.

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### **Impact of Financial Crisis and Accounting**

T. SAMSON JOE DHINAKARAN\*

The development of the paradigm of fair value to determine whether accounting contributed to the current crisis in financial markets, economists must examine the explicit and implicit connections of reported accounting numbers to the actions of the players in the financial markets and then ask whether such connections can create or exacerbate the problems that occurred over the last year.

### **Role of Ethics in Accounting**

V. KRISHNA MOHAN AND MERUGU PRATIMA\*\*

The frequency of accounting abuses has served as prima facial evidence that greater emphasis on accounting ethics is needed. Therefore ethics is the need of the hour for the accounting profession; more so when the world is passing through turbulent economic times.

### **Accounting and Reporting Practices- Ethical Dimensions.**

VASANT MURGOD\*\*\*

Excellence in financial reporting should not be a mere slogan; it should be like a baton of public trust and has to be upheld by the professionals like Chartered Accountants across the world. Researchers, from time to time, have to develop various standards for financial reporting, revise existing pronouncements with a view to make them more disclosure oriented.

### **Convergence with IFRS: Hopes & Challenges**

VIJAYARAJ.A SAHU AND RAMESH AGADI\*\*\*\*

Keeping in mind the fact that the IFRS is more a principle based approach with limited implementation and application guidance and moves away from prescribing specific accounting treatment all accountants have to participate and contribute effectively for the convergence process.

### **Ethics in Accounting-Need of the Hour**

VIJAYARAJ A SAHU AND RAMESH AGADI\*\*\*\*\*

People need to have confidence in accountants and the services they provide. Failure to do so leads to uncertainty and investors, institutions and work force will have second thought about the organization.

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### **IFRS-Accounting Challenges in Hospitality Industry**

VINEETH CHANDRA K.S. AND T. RAJESH\*

The present financial reporting practices are inappropriate for tourism industry or may require levels of technical expertise that are seldom available to owners of tourism companies. To allow equitable and sustainable growth, it is necessary to tailor best practices and practical solutions to meet the unique needs of tourism industry.

### **Corporate Social Reporting Practices of Top Four Automobile Industries in India**

U. JERINABI AND B. SANDHYA\*\*

In order to have continuous support from society, industries need to undertake social activities and report such activities to the society to judge their performance. Focus of all the four sample industries were more on community development activities for their indirect growth than human resource and environmental development activities.

### **Growing Popularity of Green Reporting: Need for Standards & Legislations**

UMA SHANKAR PATRA AND B.N.BISWAL\*\*\*

The good number of companies, today, is adhering to the green reporting and number of business houses reporting publically on their sustainability performance. But proper and effective green reporting still remains a long way to go and will require greater Government support if it has to become norms for listed companies.

### **Accounting and Reporting Practices: Ethical Dimension**

WAGHMARE. Y.K.\*\*\*\*

Ethical Standards and governance codes must be properly enforced in the corporate world. Regulation without thorough enforcement techniques is likely to be ineffective in preventing individuals from employing misleading reporting practices. The challenge of enforcing international accounting standards within a range of differing accounting cultural contexts is likely to be problematic.

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Technical Session II

**Work Life Balance:  
Dilemma of Modern Society**

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## **Work Life Balance: Dilemmas of the Modern Society**

S.V. SATYANARAYANA AND SREELAKSHMI SHANKER

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Work-life balance addresses the unfair life choices people make with an intention to get ahead in their professional lives. This paper examines the work-life balance of 100 employees working in the IT Enabled Services Sector and introspects on the three facets put forth by Fisher-McAuley, Stanton, Jolton and Gavin (2003) - Work Interference in Personal Life, Personal Life Interference in Work, Work and Personal Life Enhancement.

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### **Introduction**

Contemporary changes in the socio-economic environment have brought to light the importance of work-life balance. Salaried jobs are much more in demand than what it was a decade ago. A lot of youngsters are migrating to the cities in search of regular income and better standard of living. The joint family business system too has seen a dramatic change over the years. Stay-at-home mothers are no more a tradition, the income they bring home is valuable and crucial in most families. Families, today, understand the importance of each individual's work-life and recognize their efforts. They respect each other's responsibilities and priorities at work. Managing work and personal life involves innumerable challenges, proper planning and time management. Better the balance, happier the families. However, there is a flip-side to this happy story too. Individuals holding glamorous designations and heavy pay cheques have something more in their kitty - long work hours, unearthly shift timings, strenuous daily schedules, traumatic deadlines added to low esteem, relationship issues, anxieties about home and children. Spas and luxury homes may be their destinations, but not as frequent as the counseling centre or medical cells. They have plunged into the fallacies of corporate career, income and lifestyle, sacrificing their health and emotional wellness.

Organizations across the globe are demanding more and more from their employees and pressurising them to deliver the best. They are focusing more on motivation and recognition of employees to enhance productivity. A healthy balance between work and personal life of employees is a strategy that the new-age employers are aiming at. Research findings show that Work-Life Balance Programs help employees manage their work and family better (Thomas and Ganster, 1995). Many changes in the workplace and in employee demographics in the past decade have led to an increased concern

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for the boundary between employee work and non-work lives (Hochschild 1997). The percentage of stay-at-home mothers has come down drastically over the last decade. The health benefits of reducing stress through a balanced life, as well as the difficulty of achieving a balanced life, are well known (Quick et al., 2004). Research from North America has shown that organisations with a greater concern for employee work life strategies find it easier to attract and retain valued employees (e.g., Bailyn 1993). Availability of work-life balance programmes reduces employee absenteeism (Dex and Scheibl, 1999) and enhances organization's productivity (Sands and Harper, 2007).

### **Review of Literature**

Felstead et al (2002) conclude that work from home options is more likely to be available in large establishments and work environments where individuals are responsible for the quality of their own output. Paula J. Caproni (2004) illustrates (a) how the work/life discourse reflects the individualism, achievement orientation, and instrumental rationality that is fundamental to modern bureaucratic thought and action and (b) how such discourse may further entrench people in the work/life imbalance that they are trying to escape. She draws on feminist and critical perspectives in her study. Linda McDowell (2004) portrays how the dominance of an individualistic ethos pervade both the labour market and the welfare state, undermining notions of collective welfare and an ethic of care, within the wider context of the hegemony of a neoliberal ideology in global as well as national politics. Gillian Maxwell and Marilyn McDougall (2004) explores connections between macro, organizational and individual levels of WLB policy and practice. It does so through recent research based on seven case studies - five in the public sector and two in the voluntary sector and proves from the experience of the case organizations that the connections between macro, organizational and individual levels are critical. Una Byrne (2005) She argues that, of the factors involved, work is the one which is most elastic and can be managed in such a way as to avoiding jeopardizing the other factors. Rosemay Crompton and Clare Lyonette (2006) finds evidence of a 'societal effect' in the cases of Finland and Norway, in that significantly lower levels of work-life conflict are reported in these countries even after a range of factors have been controlled for. However, they state that the support for childcare in France does not appear to have had a similar impact. Further explorations of the data they collected reveal that the domestic division of labour is relatively traditional in France, and that this is associated with higher levels of work-life conflict. Fisher-McAuley, Stanton, Jolton and Gavin (2003). Examined the antecedents and outcomes of work life balance among fitness trainers and managers from the United States and Canada with a 19 item instrument designed to capture employee perceptions of work life balance. Jeremy Hayman (2004) reports and validates a new measure to capture employee perceptions of work life balance while discussing implications for human resource practitioners in the Asia Pacific. He undertook an exploratory factor analysis and sought to evaluate the worth of an instrument developed by Fisher-McAuley, Stanton, Jolton and Gavin

(2003) They found that the instrument has acceptable validity and reliability, indicating the instrument has potential for providing managers with a useful tool for determining work life balance perceptions among employees.

### **Methodology**

The study is based on primary data collected with the help of structured questionnaire from 100 respondents. Work life balance is measured with a 15 item scale validated by J. Hayman adapted from an instrument reported by Fisher-McAuley, et al. (2003). The original scale consisted of 19 items designed to assess three dimensions of work life balance: work interference with personal life (WIPL), personal life interference with work (PLIW), work/personal life enhancement (WPLE). The instrument is found to have acceptable validity and reliability, indicating the instrument has potential for providing managers with a useful tool for determining work life balance perceptions among employees. In this study, the respondents are asked to indicate the extent to which they agree or disagree using a seven point time related scale (e.g., 1=Not at all, 4=Sometimes, and 7=All the time). Higher means indicate that respondents report having experienced that situation more frequently. In most cases, items with higher means are purported to indicate lower levels of work life balance. Only one item on the WIPL sub scale is reverse scored. The WPLE sub scale is worded positively and higher means indicate higher levels of perceived work life balance.

### **Results**

#### ***Profile of the Respondents***

The respondents are employees of multinational companies in the ITES Sector. Age-wise classification reveals that 75 per cent of the sample constitutes individuals who are less than 35 years. Gender-wise classification shows that the 70 per cent of the respondents are males. An analysis of the marital status of employees revealed that 64 per cent are married and 53 per cent of the respondents have children. Income wise analysis showed that 78 per cent of the respondents had an annual gross salary of less than 3 lakhs and only 7 per cent earned an annual salary of more than 5 lakhs. However, a large number of the respondents (57 per cent) have an overall work experience of more than 5 years. The findings reflect the influence of work and life on each other. It throws light on the factors enhancing life and work achievements.

Table 1 indicates that among young employees there is moderate to low impact of work on their personal life. 61% of them feel that work interferes in their personal life, while 39% of them agree that the interference of work in their personal life is low. None of the respondents who are less than 25 years have indicated high impact of work on personal interests, hence showing a good balance between work and personal life. Similarly, an analysis of personal life interference on work shows that the impact of personal life on work is moderate to low among young employees. The highest impact of work on personal life and vice versa is seen among employees in the age group of 31 years to 35 years, indicating low work-life balance. A majority of



Table 1: Profile of respondents and work life balance

|                              | Work Interference<br>with Personal Life |                  |                | Personal Life Interference<br>with Work |                  |                | and Personal Life<br>Enhancements |                  |                |
|------------------------------|---|------------------|----------------|---|------------------|----------------|-----------------------------------|------------------|----------------|
|                              | Low<br>Impact                           | Medium<br>Impact | High<br>Impact | Low<br>Impact                           | Medium<br>Impact | High<br>Impact | Low<br>Impact                     | Medium<br>Impact | High<br>Impact |
| <b>Age of the Respondent</b> |   |                  |                |   |                  |                |                                   |                  |                |
| Less than 25 years           | 7 (39)                                  | 11 (61)          | -              | 7 (39)                                  | 8 (44)           | 3 (17)         | 5 (28)                            | 10 (56)          | 3 (17)         |
| 26 years to 30 years         | 11 (28)                                 | 8 (20)           | 21 (53)        | 14 (35)                                 | 12 (30)          | 14 (35)        | 4 (10)                            | 25 (63)          | 11 (28)        |
| 31 years to 35 years         | 7 (20)                                  | 5 (14)           | 23 (66)        | 10 (29)                                 | 5 (14)           | 20 (57)        | 5 (14)                            | 24 (69)          | 6 (17)         |
| 36 years and above           | -                                       | 7 (100)          | -              | 3 (43)                                  | 2 (29)           | 2 (29)         | 2 (29)                            | 5 (71)           | -              |
| Total                        | 25 (25)                                 | 31 (31)          | 44 (44)        | 34 (34)                                 | 27 (27)          | 39 (39)        | 16 (16)                           | 64 (64)          | 20 (20)        |
| Chi-Square                   | 39.727                                  | 10.483           | 6.373          |   |                  |                |                                   |                  |                |
| df                           | 6                                       |                  |                | 6                                       |                  |                | 6                                 |                  |                |
| p value                      | 0.000                                   |                  |                | 0.106                                   |                  |                | 0.383                             |                  |                |
| <b>Gender</b>                |   |                  |                |   |                  |                |                                   |                  |                |
| Male                         | 18 (26)                                 | 18 (26)          | 34 (49)        | 23 (33)                                 | 16 (23)          | 31 (44)        | 10 (14)                           | 49 (70)          | 11 (16)        |
| Female                       | 7 (23)                                  | 13 (43)          | 10 (33)        | 11 (37)                                 | 11 (37)          | 8 (27)         | 6 (20)                            | 15 (50)          | 9 (30)         |
| Total                        | 25 (25)                                 | 31 (31)          | 44 (44)        | 34 (34)                                 | 27 (27)          | 39 (39)        | 16 (16)                           | 64 (64)          | 20 (20)        |
| Chi-Square                   | 3.259                                   | 3.244            | 3.884          |   |                  |                |                                   |                  |                |
| df                           | 2                                       | 2                | 2              |   |                  |                |                                   |                  |                |
| p value                      | 0.196                                   | 0.197            | 0.143          |   |                  |                |                                   |                  |                |
| <b>Marital Status</b>        |   |                  |                |   |                  |                |                                   |                  |                |
| Married                      | 13 (20)                                 | 21 (33)          | 30 (47)        | 24 (38)                                 | 14 (22)          | 26 (41)        | 9 (14)                            | 40 (63)          | 15 (23)        |
| Unmarried                    | 12 (33)                                 | 10 (28)          | 14 (39)        | 10 (28)                                 | 13 (36)          | 13 (36)        | 7 (19)                            | 24 (67)          | 5 (14)         |
| Total                        | 25 (25)                                 | 31 (31)          | 44 (44)        | 34 (34)                                 | 27 (27)          | 39 (39)        | 16 (16)                           | 64 (64)          | 20 (20)        |
| Chi-Square                   | 2.085                                   | 2.49             | 1.53           |   |                  |                |                                   |                  |                |
| Df                           | 2                                       | 2                | 2              |   |                  |                |                                   |                  |                |
| p value                      | 0.353                                   | 0.288            | 0.465          |   |                  |                |                                   |                  |                |

**Parental Status**

|            |         |         |         |         |         |         |         |         |         |
|------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Yes        | 6 (11)  | 16 (30) | 31 (59) | 17 (32) | 12 (23) | 24 (45) | 7 (13)  | 34 (64) | 12 (23) |
| No         | 19 (40) | 15 (32) | 13 (28) | 17 (36) | 15 (32) | 15 (32) | 9 (19)  | 30 (64) | 8 (17)  |
| Total      | 25 (25) | 31 (31) | 44 (44) | 34 (34) | 27 (27) | 39 (39) | 16 (16) | 64 (64) | 20 (20) |
| Chi-Square | 13.846  | 2.058   | 0.943   |         |         |         |         |         |         |
| Df         | 2       | 2       | 2       |         |         |         |         |         |         |
| p value    | 0.001   | 0.357   | 0.624   |         |         |         |         |         |         |

**Annual Salary**

|                    |         |         |         |         |         |         |         |         |         |
|--------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Less than 3 Lakhs  | 23 (30) | 26 (33) | 29 (37) | 26 (33) | 20 (26) | 32 (41) | 14 (18) | 47 (60) | 17 (22) |
| 3 Lakhs to 5 Lakhs | -       | 5 (33)  | 10 (67) | 6 (40)  | 2 (13)  | 7 (47)  | 2 (13)  | 10 (67) | 3 (20)  |
| More than 5 Lakhs  | 2 (29)  |         | 5 (71)  | 2 (29)  | 5 (71)  | -       | -       | 7 (100) | -       |
| Total              | 25 (25) | 31 (31) | 44 (44) | 34 (34) | 27 (27) | 39 (39) | 16 (16) | 64 (64) | 20 (20) |
| Chi-Square         | 10.52   | 9.476   | 4.502   |         |         |         |         |         |         |
| df                 | 4       | 4       | 4       |         |         |         |         |         |         |
| p value            | 0.033   | 0.05    | 0.342   |         |         |         |         |         |         |

**Work Experience**

|                    |         |         |         |         |         |         |         |         |         |
|--------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Less than 1 year   | 7 (47)  | 8 (53)  | -       | 7 (47)  | 5 (33)  | 3 (20)  | 5 (33)  | 7 (47)  | 3 (20)  |
| 2 Years to 4 Years | 4 (14)  | 15 (54) | 9 (32)  | 9 (32)  | 10 (36) | 9 (32)  | 4 (14)  | 22 (79) | 2 (7)   |
| 5 Years and above  | 14 (25) | 8 (14)  | 35 (61) | 18 (32) | 12 (21) | 27 (47) | 7 (12)  | 35 (61) | 15 (26) |
| Total              | 25 (25) | 31 (31) | 44 (44) | 34 (34) | 27 (27) | 39 (39) | 16 (16) | 64 (64) | 20 (20) |
| Chi-Square         | 27.832  | 5.341   | 8.505   |         |         |         |         |         |         |
| df                 | 4       | 4       | 4       |         |         |         |         |         |         |
| p value            | 0.000   | 0.254   | 0.075   |         |         |         |         |         |         |

Source: Primary Data

respondents in this age group have agreed that there is high level of interference of work in personal life (66%). Chi square analysis indicates that there is a significant association between age and work interference in personal life, however no significant association is found either between age and interference of personal activities on work life or in work and life enhancements.

An examination of the impact of the respondents' gender on work life balance is shown in table. A majority of male respondents (49%) are highly impacted by their work and 44% of them agree that their work is affected due to personal reasons. However the study shows that there is only a moderate impact of gender on work and personal life enhancements. Chi-square analysis shows that the association between gender and work interference on personal life is not significant as the p value is higher than the commonly accepted level of either .05 or 0.01. This is a surprising outcome as most studies focus on gender as an influential factor in analyzing work-life balance. However we decipher a positive cultural change which could be the reason for gender not being a prominent factor in influencing work-life balance. The difference between men and women may not be consistent across generations. Hence, further analysis will be required to get a clearer idea. There is no significant association between gender and personal life interference with work, as also between gender and life enhancements

Table 1 also shows the association between marital status and work-life balance. The table indicates that the personal life of majority of married respondents (47%) is highly impacted by their work. Similarly, 41% of them agree that their work is affected due to family commitments. However, majority of respondents have shown a moderate impact of marital status on work and personal life enhancements. Chi-square analysis shows that the association between marital status and work-life balance is not significant as the p value is higher than the commonly accepted level of either .05 or 0.01

An examination of the impact of the respondents' parental status on work life balance is shown in table. A majority of respondents who have children (59%) are highly impacted by their work. Similarly, 45% of them agree that their work is affected due to personal reasons. However majority of respondents have shown a medium impact of parental status on work and personal life enhancements. Chi-square analysis shows that the association between parental status and work interference on personal life is significant as the p value is .001 which is lower than the commonly accepted level of either .05 or 0.01. There is no significance in the association between marital status and personal life interference with work, and also between marital status and life enhancements.

Table shows the association between income of the respondents and their work-life balance. A quick look at the table shows that majority of the respondents earn an annual gross salary of less than Rs.3 lakhs. They show a high impact of personal life on their work. However, work and personal enhancements are at a moderate level for the groups. The association between gross annual salary and work interference in personal work is

significant as the p value is 0.033 which is lower than the acceptable level of .05. Chi-square analysis shows that there is no significant association between income and personal life impact on work as well as enhancements in work and life.

An examination of the impact of the respondents' overall work experience on work life balance shows that majority of the respondents with less than a year's experience have low to moderate impact on work interference with personal life, and vice versa. Employees with work experience exceeding 5 years have a high effect on all aspects of work life balance. However majority of respondents have shown a moderate impact of work experience on work and personal life enhancements. Chi-square analysis -shows that the association between work experience and work-life balance is not significant as the p value is higher than the commonly accepted level of either .05 or 0.01.

### **Conclusion**

The present study examined the work life balance of employees in the IT Enabled Services sector and attempted to identify the association of work-life balance with factors such as age, gender, marital and parental status, income and work experience of the respondents. The study indicates a significant association of work-life balance to income and parental status. There is no significant association between work life balance and other factors such as age, gender, marital status and work experience. Most organizations are giving high-priority to work-life balance through flexi-timings, work from home options, extended maternity/paternity leave, fun activities at work, comfortable environment with fitness centres, cafeteria and recreation rooms. Work-life balance need not always be viewed as negative. If each busy day were treated as a day well-spent, employees can derive satisfaction out of the same. Focus is what is important; be it home or office, it is essential that employees create a compartment and live each to its fullest and devote 100% attention to where they are. Open communication, planning for forthcoming events both at home and work, and setting priorities is the key to striking a near-to-perfect work-life balance. With a little effort and time-management, managing both work and home seamlessly is definitely possible.

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## **Work Life Balance: A Study of the Perceptions of College Teachers**

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Work life balance is a broad concept that refers to prioritizing between work, i.e., career, ambition or professional achievement on the one hand and life on the other in the sense of pleasure, leisure, family peace, moral development and religious achievement etc. Though in today's competitive world, prioritizing(choosing a combination/preferring a combination) between one's work life and one's personal life is believed to be a challenging task, nevertheless one is to accept the challenge of prioritization and making a balance between the two because research studies show that a poor work-life balance results in unhealthy levels of stress and strain, grief and misery, and even reduced productivity which ultimately downsize both one's contribution to the workplace in terms of material goods and as well as to the family place in terms of welfare. The present paper is an attempt to understand the perceptions of the teaching professionals, particularly college teachers of North Hooghly district of West Bengal, in regard to making a balance between living and livelihood and as well to explore some of the aspects to understand the essence of WLB.

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### **Introduction**

Work Life Balance (WLB) has become a serious matter of debate both in the workplace and at the home front. It tries to conceptualize the initiatives taken both by the employers and the employees to facilitate individuals to handle advantageously the mounting pressures and responsibilities of the workplace they are engaged into on the one hand and on the other their private lives with the twin objectives of maximizing the accomplishment of their personal and family goals and enhancing their contributions and productivity at the workplace. WLB studies put into practice of providing initiatives intended to generate a more flexible, supportive work environment, enabling employees to focus on tasks while at work. From an organizational point of view, it includes making the culture more supportive, adding programs to meet life event needs, ensuring policies that give employees as much control as possible over their lives and using flexible work practices

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as a strategy to meet the dual agenda – the needs of both business and employees. In brief, we can define work-life as the interaction between employers and employees, because everything that happens at work has an impact on workers' private lives or vice-versa. The study of WLB tries to explore and then to evaluate people's capability of managing simultaneously the different dimensions of life and studies how they can choose a kind of life which will maximize the pleasures of life both at the workplace and in the family place. The idea of WLB is based on the notion that living and livelihood should be seen less as competing ends but more as complementary means to achieve a kind of life that have enough reasons to value.

### **Review of Literature**

Manfredi and Holliday (2004) found that 90 % of respondents believe that it is important to achieve a balance between paid work and personal life and that this enables them to work better. Another important observation of the study was that the academic staff appeared to be the least satisfied with their present WLB due to what was perceived as substantial work intensification, which makes it difficult for them to achieve a satisfactory WLB.

Noor (2011) indicated that perceived WLB satisfaction was correlated negatively with intention to leave the organisation among academics. The results of the simple mediation analysis indicate that job satisfaction and organisational commitment are partial mediators for the relationship between WLB and intention to leave. According to Noor, Stanton and Young (2009) the ability to balance between workplace's needs and personal life's needs is perceived as an important issue among academics in higher educational institutions. Briggs (2005) concluded that a lack of clarity about roles introduces role ambiguity and role conflict that have significant impact on the achievement of personal and organisational goals, resulting in employee anxiety, dissatisfaction and lack of organisational effectiveness.

### **Objectives**

The main objective of the present study is to examine the college teachers' experience of WLB. In addition, the study addresses the following aspects:

- To assess the significance of WLB policies and practices for the college teachers.
- To analyse how organisational support helps in achieving WLB of college teachers.
- To examine the importance of job satisfaction for preserving WLB.
- To provide necessary inputs to the government and other policy-making bodies for designing policies regarding WLB of the college teachers.

### **Methodology**

The study has been carried out during the 'full session' (from July to December) of the year 2010. In this survey 200 full time teachers ( designated as Assistant Professor and Associate Professor) from 18 colleges from North

Hooghly district of West Bengal have been randomly selected. All the selected colleges are affiliated to the University of Burdwan. Responders have been initially asked some general questions on their WLB. More specific questions on organisational support for college teachers' WLB and job satisfaction (which is indispensable to achieve WLB) have been set in the subsequent questionnaires. To have a clear idea about the WLB of the faculty members the study has attempted to assess mainly the factors like work and life satisfaction, significance of WLB policies and practices for the college teachers, who (employer or employee) are responsible to maintain a good WLB, organisational support and job satisfaction of teachers to achieve an ideal WLB etc.

### **Findings**

Over 90 % of the respondents agreed and strongly agreed that it is important to achieve a balance between living and livelihood and that will enable the college teachers to perform better. 88 % agreed and strongly agreed that Government and University policies that help to achieve a desirable WLB are much important. Majority (82 %) of the college teachers agreed and strongly agreed that it is a joint responsibility of employers and employees to maintain WLB. Few respondents (8 %) believed that college teachers only were responsible to maintain their WLB and just (3 %) considered that employer is solely responsible to maintain their WLB. Over 95% of the respondents support that human needs and priorities vary according to stages of their life. So there was a strong support on variation of WLB according to stages of their life. So before framing any policy to improve WLB of college teachers government should consider the age group of college teachers with due importance.

More than 60 % of the selected college teachers agreed and strongly agreed that they have full liberty to take their own decisions regarding the jobs assigned to them. More than 60 % of the respondents agreed and strongly agreed that terms and conditions of the service were suitable. 55 % of the selected college teachers agreed and strongly agreed that colleagues were very much cooperative to each other regarding their work related matters. Infact, colleagues adjust workload among themselves if someone had to leave early or arrived late due to any non-work emergency. Besides this, only 40 % of the respondents agreed and strongly agreed that at the time of necessity college authority was very supportive in terms of allowing them to leave early or arrive late at college due to a non-work emergency. But only 16 % college teachers from the selected sample agreed and strongly agreed that college authority made an active effort to help teachers when there was conflict between work and other commitments.

64 % of the respondents agreed and strongly agreed that overall working condition was suitable whereas 30 % of the respondents denied the fact (21 % disagreed and 9 % strongly disagreed). Only 18 % of the selected college teachers agreed and strongly agreed that infrastructure for study and conducting research work was adequate and 49 % and 29 % of the respondents disagreed and strongly disagreed the same fact respectively.



69 % of the selected college teachers were in the opinion that they enjoy freedom at the time of performing their assigned work. 49 % of the respondents agreed and strongly agreed that college authority was encouraging and supportive to teachers in conducting or participating seminars, work shops, orientation programmes, refresher courses etc. and 58 % of them agreed and strongly agreed the fact that the amount of remuneration and the criteria for promotion were adequate.

### **Conclusion**

Most of the college teachers opined that they want to achieve an ideal WLB that can enable them to perform better. Most of them also believed that it is a joint responsibility of employers and employees to maintain WLB and Government and University policies are very much important in this regard. Majority of the selected college teachers also opined that before framing any policy to improve their WLB, the Government should consider the age group with due importance as WLB vary according to stages of life.

Regarding organisational support to WLB, more than 60 % of the selected college teachers thought that they have liberty to take their own decisions regarding the jobs assigned to them and besides that, they also believed that the terms and conditions of service are suitable. But very few respondents (16 %) were in view that college authority should initiate an active effort to help the teachers when there will be any conflict between work and other commitments.

Most important observation from the questionnaire on job satisfaction of the college teachers is that most of the respondents' opined that the infrastructure for study, teaching and research work is inadequate and a lot of improvement is required in this aspect to have a desirable WLB.

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## **The Role of Work Life Balance as a Workforce Management Tool**

DEBABRATA MITRA

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The study is based on a survey of 100 employees, in Siliguri based private telecom companies. In order to make a comparison between the attributes, which play an important role in balancing work and life, simple percentage method has been used. While the chi-square test is used to describe the magnitude of discrepancy between theory and observation, the weighted average method is used for checking the importance of different items. The study has revealed that healthy practices, like career break, flexible work, flexible time sharing of workload, maternity leave, adoption leave, parental leave and time off for dependants, and child-care facilities, should be provided by the employer as per the customised needs of the employees for better productivity.

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### **Introduction**

According to Lewis, Gamble, and Rapaport (2007), work life balance is a satisfying, healthy, and productive life that includes work, play, and love; that integrates a range of life activities with attention to self and personal and spiritual development; and that expresses a person's unique wishes, interests, and values. Work-life balance is more usefully described as the absence of unacceptable levels of conflict between work and non-work demands (Greenhaus and Beutell, 1985). From the 1950's to the early 21st century, different socio-economic factors were identified, where researchers significantly contributed to the work and personal life of employees. Three categories of such factors are: family and personal life, work, and other factors (Naithani and Jha, 2009). During the second half of the 20th century, increasing work demands encroached on the time of the family and personal life at a faster pace. To recover from that situation, employers acknowledged the need of work-life balance programmes to facilitate employees to maintain a healthy balance between the conflicting demands of their work and personal life. However, this growth has been suddenly interrupted by the current economic down-turn.

According to Skinner and Pocock (2008), employees need to develop fall-back positions, by which the authors mean an alternative course of action, if the current job fails. In developing a fall-back position, people should

understand and tap their characteristic behaviour. Doing things that one likes will lead to more security and less stress than doing any other type of activities.

### **Review of Literature**

The traditional thinking about careers has changed over time. Currently, people have an average of eight jobs throughout the course of their career (Guest, 2002). Jobs are also becoming more apprehensive day by day. The recession after the 'dot-com bubble' and September 11, changed the total work-climate. Even if an employee works well, the person could be dismissed for economic reasons. So, employees are less dependent upon one employer. This implies that companies have to look for new ways to build employees' loyalty (Hudson, 2006).

Research studies have revealed that work- life friendly policies can improve productivity and quality of work. The employees of today put their commitment to organisations only if the management recognises the importance of their personal and family life. Work-life balance has gained its own domain in society, as well as in politics (Lockwood, 2003).

The professionals face a lot of pressure and stimuli from the environment. At the work, they have to prepare for meetings, handle subordinates, and achieve targets. Away from work, they play roles, such as a parent, secretary, or a friend. Reed and Clark (2004) observed that the lack of time was not a reason for a dissatisfied life. They explored some contributing factors to a disappointing personal life, such as being extensively afraid of confronting conflict, and taking a tomorrow-based approach to a problem. When there is no balance between work-life activities and life, stress might occur. In psychology, stress is defined as the tension that appears, when a person is facing a (threatening) disturbance of the balance between burden and carrying capacity (Naithani and Jha, 2009). The causes of such disturbance can be divided into three categories: (1) work-related causes, (2) life- related causes, and (3) person-related causes.

A study, titled, 'Generation and Gender in the Workplace' (2004), conducted by the Families and Work Institute, a non-profit research group in New York, found that Generation X and multinational generation workers are more likely to place equal priority on both career and family and less likely to put work ahead of family than their previous generations. These employees do not want to give priority to work over family, friends, and recreation. The Job Demands-Resources (JD-R) model shows two separate processes. First, high job demands could lead to exhaustion. Second, a shortage of job resources could lead to frustrations and disengagement (Byrne, 2005).

Some research papers revealed that as per employer's feeling, workers should reduce their own stress by simplifying their life and making a better effort to care for their health. Most experts feel that the main responsibility for reducing stress should be stress-management. Traditional stress-management programmes placed the responsibility of reducing stress on the individual, rather than on the organisation, where it belongs. No matter

how healthy individual employees are when they start out, they might burn out, if they work in a dysfunctional system.

According to Sylvia Hewlett, President of the Centre for Work-life Policy, if a woman takes time-off to care for children, or older parents, employers tend to see these people as less than fully committed, though their identity is transformed.

A change in the organisational culture is crucial to support the integration of work-life balance in practice. Life and work should not be seen as separate entities. Employees should have space to share their emotional, psychological, and spiritual needs. Trust is needed for creating a place in which people can do their job well and share their common goods (Guest, 2002). Managers should show trust by paying attention to their employees. They should show commitment to them and communicate regularly. Lastly, pride and good-fellowship are needed to transform the organisation to a community in which people feel home (Great Place to Work Institute).

The big pay-roll is no more a motivational tool for young generation, but work-life policies matter much to attract educated intellectuals, especially women, and to retain employees (Naithani and Jha, 2009). A group culture is more supportive than a culture in which one achieves targets individually, making the role of management crucial. Thus, an organisation can become a better place for the employees, which will benefit the is well-being of the employees and, thereby, benefit the overall performance of the company.

### **Objectives**

The objectives of the study are:

1. To assess the employees' inner feelings about the work culture of the organisation with respect to the time spent;
2. To ascertain the employees' expectations from their work place in their work-life balance; and
3. To examine the influence of employees' demographic variables on their work efficiency.

### **Rsearch Methodology**

This study is based on a primary data collected through survey, using a sample of 100 employees, selected from employees working at the different levels of organizational hierarchy at the private telecom companies operating in Siliguri. These telecom companies are viz., The Reliance Telecom, the Tata Indicom, the Idea, the Uninor, the Vodafone and the Aircel. The questionnaire contained both open- and close-ended questions related to employees' demographics and behaviour at work place. The survey was conducted from June 2010 to December 2010.

### **Hypotheses**

The following hypotheses were formulated in order to achieve the above objectives:

**H<sub>01</sub>** : The employee's demographic variables do not have any significant impact on his work efficiency.

**H<sub>02</sub>** : The employee's age does not have any impact on his time spent at work place.

**H<sub>03</sub>** : The marital status does not have any link with stress-related depression

The tools and techniques used for analysis are briefly discussed below.

- a) Percentage analysis was used in making comparison between two or more variables to describe their relationship. The following Chi-square test describes the magnitude of discrepancy between theory and observation:

$$\text{(If } X_c^2 = \sum \sim X_{(r-1)(c-1)}^2 \text{)}$$

$$X_c^2 > X_t^2$$

The expected frequency was calculated by using the following formula:

$$e_{ij} = \frac{R_i \times C_j}{n}$$

After calculating the  $X^2$  value, it can be compared with its table value, at

$(r-1)(c-1)$  d.f., at a given level of significance.

The weighted average method was used to find out the relative importance of the different items that is:

$$\bar{x} = \frac{\sum_t f_i x_i}{\sum_t f_i}$$

(Where summation of all values of  $f$  is equal to  $n$ )

## Data Analysis

### Respondents' Demographic and other Features

The demographic profile and work culture details of the respondents are given in Table 1.

Table 1: Demographic profile of respondents

| Distribution by Age | Percentage of Respondents |
|---------------------|---------------------------|
| 18-30 years         | 48                        |
| 31-40 years         | 22                        |
| Above 40 years      | 30                        |
| Married             | 52                        |
| Unmarried           | 48                        |

In order to understand the work culture of the respondents, a few questions were asked on their worry for work, work timings, and feeling about the time spent at workplace. As regards the worry of the employees about their work responsibility, it was found that only 2 per cent of the respondents never worried about their work, 21 per cent rarely worried, 34 per cent sometimes, and the rest 40 per cent often worried about the work. As regards the work time, 37 per cent of the respondents worked in general shift or day shift, and almost 63 per cent worked in alternative shifts. Again, 8 per cent of the respondents were very unhappy about the time spent at work, 13 per cent were unhappy, 25 per cent were in-different, 27 per cent were happy, and the rest 27 per cent were very happy about the time spent at work.

### **Parameters of Work-life Balance**

The major parameters which help the respondents to balance their work, family commitments, the hindrances and support on this aspect are summarised in Table 2. As shown in the table, about 42 per cent of the respondents do not have flexible working hours. About 80 per cent of them feel that the time-off for family emergencies can help to balance work and family commitments, while 20 per cent do not feel so. 63 per cent agreed that compressed working week/fortnight will not affect balance in work and family commitments, 17 per cent feel that it will not help for the balance, and 20 per cent do not have compressed working week/fortnight.

As many as 78 per cent respondents felt long working hours as hindrance to balance work and life, while 12 per cent do not feel so, and 10 per cent do not have long working hours. Almost 82 per cent of the respondents felt that working overtime may hinder work-life balance, 9 per cent do not feel so, and 9 per cent of the respondents do not work over time. 46 per cent of the respondents considered weekend work as a hindrance for work-life balance, 12 per cent do not considered it as a hindrance, and the rest 42 per cent do not work during the weekends.

At the same time 65 per cent of the respondents considered support from supervisors, 82 per cent felt support from colleagues, and 95 per cent thought support from team members will help in work-life balance. Almost 97 per cent considered encouragement to use paid and unpaid leave as a help to balance work and life.

Table 2: Parameters for work-life balance

| Parameter   | Percentage of Respondents |    |               |
|---|---------------------------|----|---------------|
|   | Yes                       | No | Not available |
| Flexible working hours                              | 72                        | 7  | 21            |
| Time-off for family emergencies                     | 80                        | 20 | 0             |
| Compressed working week/ fortnight                  | 63                        | 17 | 20            |
| Hindrance in work life balance                      |                           |    |               |
| Long working hours                                  | 78                        | 12 | 10            |
| Over time   | 82                        | 9  | 9             |
| Weekend work  | 46                        | 12 | 42            |
| <u>Support from others</u>                          |                           |    |               |
| Support from manager/supervisor                     | 65                        | 35 |               |
| Support from colleagues                             | 82                        | 18 |               |
| Support from team members                           | 95                        | 5  |               |
| Encouragement to use paid and unpaid parental leave | 97                        | 3  |               |

### Amenities Provided at Workplace

The particulars of the amenities provided to the employees at the work place are shown in Table3

### Worry for Work

Weighted average was used to determine whether the employees were worried about the work when they were not actually there or were traveling for work. The computations are shown in Table 4

$$\text{Total Value/Total frequency} = 282/100 = 2.82 = 3$$

The above calculations show that the employees sometimes thought or were worried about the work when they were not actually there or were travelling for work.

Table 3: Amenities provided to employees at work place

|                                   | Percentage of Respondents |    |
|-----------------------------------|---------------------------|----|
|                                   | Yes                       | No |
| Telephone for use                 | 20                        | 80 |
| Counseling services for employees | 72                        | 28 |
| Health facilities                 | 100                       | 0  |

Table 4: Worry for work

|                  | Never | Rarely | Sometimes | Often | Always | Total |
|------------------|-------|--------|-----------|-------|--------|-------|
| Weight (W)       | 5     | 4      | 3         | 2     | 1      | 15    |
| Frequency (X)    | 2     | 21     | 34        | 43    | 0      | 100   |
| Total Value (Wx) | 10    | 84     | 102       | 86    | 0      | 282   |

**Feelings about Time Spent**

The feelings of the employees with respect to time spent at work is shown in Table 5.

$$\bar{x} = \sum \frac{Wx}{x}$$

Total value/Total frequency =235/100 =2.35 =2

As shown in the table, the employees felt happy about the amount of time spent at work.

**Depression from Work-load**

The weighted average method was used to assess whether the employees felt tired or depressed because of work. The computations are shown in Table 6.

$$\bar{x} = \sum \frac{Wx}{x}$$

Total value/Total frequency = 277/100=2.77 =3

As shown in the table, the employees often felt tired or depressed because of the work.

**Support from Work Environment**

The impact of other provisions, like paid maternal/ parental leave, by employees is shown in Table 7.

As shown in the table, ‘encouragement to use paid and unpaid parental leave’, having the highest weighted average value (1.97), was the major helping hand for the employees in balancing their work and family, followed by ‘support from team members’ (1.95), ‘support from colleagues’ (1.82), and ‘support from managers’ (1.65), respectively.

In H02, it was assumed that there is no significant relationship between the age of the people and their feelings about the amount of time spent at work. The Chi-square test was performed to find the significant relationship between the age of the people and their feelings about the amount of time spent at work. The results are shown in Tables 8 and 9.



Table 5: Employees feelings about the time spent

|                  | Very Unhappy | Unhappy | Indifferent | Happy | Very Happy | Total |
|------------------|--------------|---------|-------------|-------|------------|-------|
| Weight (W)       | 5            | 4       | 3           | 2     | 1          | 15    |
| Frequency (X)    | 6            | 12      | 26          | 23    | 33         | 100   |
| Total Value (Wx) | 30           | 48      | 78          | 46    | 33         | 235   |

Table 6: Depression from work-load

|                  | Never | Rarely | Sometimes | Often | Always | Total |
|------------------|-------|--------|-----------|-------|--------|-------|
| Weight (W)       | 5     | 4      | 3         | 2     | 1      | 15    |
| Frequency (X)    | 12    | 19     | 22        | 28    | 19     | 100   |
| Total Value (Wx) | 60    | 76     | 66        | 56    | 19     | 277   |

Table 7: Expected frequencies on support from work environment

| Particulars  | Yes<br>(2) | No<br>(1) | X   | Sample<br>size (N) | Weighted<br>Average (X/N) |
|--|------------|-----------|-----|--------------------|---------------------------|
| Support from manager                                   | 65         | 35        | 165 | 100                | 1.65                      |
| Support from colleagues                                | 82         | 18        | 182 | 100                | 1.82                      |
| Support from team members                              | 95         | 5         | 195 | 100                | 1.95                      |
| Encouragement to use paid<br>and unpaid parental leave | 97         | 3         | 197 | 100                | 1.97                      |

Table 8: Relationship between age and feelings about the time spent at work

| Age                   | Feeling about the time spent at work |                |                |                |                |                |                |                |                |                | Total |
|-----------------------|--------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-------|
|                       | Very Unhappy                         |                | Unhappy        |                | Indifferent    |                | Happy          |                | Very Happy     |                |       |
|                       | O <sub>i</sub>                       | E <sub>i</sub> | O <sub>i</sub> | E <sub>i</sub> | O <sub>i</sub> | E <sub>i</sub> | O <sub>i</sub> | E <sub>i</sub> | O <sub>i</sub> | E <sub>i</sub> |       |
| Less than<br>30 years | 2                                    | 3              | 6              | 6              | 14             | 13             | 13             | 11.5           | 15             | 16.5           | 50    |
| 31-40 years           | 2                                    | 1.38           | 1              | 2.76           | 2              | 5.98           | 4              | 5.29           | 14             | 7.59           | 23    |
| Above 40<br>years     | 2                                    | 1.62           | 5              | 3.24           | 10             | 7.02           | 6              | 6.21           | 4              | 8.91           | 27    |
| Total                 | 6                                    |                | 12             |                | 26             |                | 23             |                | 33             |                | 100   |

Table 9: Chi-square test

| O <sub>i</sub> | E <sub>i</sub> | O <sub>i</sub> -E <sub>i</sub> | (O <sub>i</sub> -E <sub>i</sub> ) <sup>2</sup> | (O <sub>i</sub> -E <sub>i</sub> ) <sup>2</sup> /E <sub>i</sub> |
|----------------|----------------|--------------------------------|--|--|
| 2              | 3              | -1                             | 1  | 0.33   |
| 2              | 1.38           | 0.62                           | 0.38   | 0.27   |
| 2              | 1.62           | 0.38                           | 0.14   | 0.09   |
| 6              | 6              | 0                              | 0  | 0  |
| 1              | 2.76           | -1.76                          | 3.09   | 1.11   |
| 5              | 3.24           | 1.76                           | 3.09   | 0.95   |
| 14             | 13             | 1                              | 1  | 0.08   |
| 2              | 5.98           | -3.98                          | 15.84  | 2.65   |
| 10             | 7.02           | 2.98                           | 8.88   | 1.26   |
| 13             | 11.5           | 1.5                            | 2.25   | 0.19   |
| 4              | 5.29           | -1.29                          | 1.66   | 0.31   |
| 6              | 6.21           | -0.21                          | 0.04   | 0.006  |
| 15             | 16.5           | -1.5                           | 2.25   | 0.14   |
| 14             | 7.59           | 6.41                           | 41.08  | 5.41   |
| 4              | 8.91           | -4.91                          | 24.11  | 2.70   |

$$\sum (O_i - E_i)^2/E_i = 15.4$$

$$E = \frac{\text{Row total} \times \text{column total}}{\text{total no: of respondents}}$$

$$\chi^2 = \sum \frac{(O_i - E_i)^2}{E_i}$$

Calculated value = 15.4

Degree of freedom = (r-1) (c-i) (3-1) (5-1) = 8

Level of significance= 5 per cent = 0.05

The table value for v=8, N2005 =15.5

Since the calculated value (15.4) of Chisquare is less than its table value (15.5), the null hypothesis is accepted. Thus, there is no significant relationship between the age of the employee and their feelings about the amount of time spent at work.

Further, for H03, we assumed that there was no significant relationship between the marital status of the people and the tiredness/depression caused by the work. The Chi-square test results are shown in Tables 10 and 11.

Calculated value= 2.177

Degree of freedom = (r-1) (c-i) = (2-1) (5-1) =4

Level of significance= 5 per cent= 0.05

The table value for v=4, N2005 =9.49

Since the calculated value (2.177) of Chisquare is less than its table value (9.49), the null hypothesis is accepted. Thus, the marital status did not have any relationship with tiredness/ depression suffered by employees because of the work.

Table 10: Employees marital status and feeling of tiredness/depression

| Marital Status | Feeling of tiredness or depression because of work |                |                |                |                |                |                |                |                |                | Total |
|----------------|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-------|
|                | Never  |                | Rarely         |                | Sometimes      |                | Often          |                | Always         |                |       |
|                | O <sub>i</sub>                                     | E <sub>i</sub> | O <sub>i</sub> | E <sub>i</sub> | O <sub>i</sub> | E <sub>i</sub> | O <sub>i</sub> | E <sub>i</sub> | O <sub>i</sub> | E <sub>i</sub> |       |
| Married        | 8  | 6.96           | 12             | 11.02          | 10             | 12.76          | 16             | 16.24          | 12             | 11.02          | 58    |
| Unmarried      | 4  | 5.04           | 7              | 7.98           | 12             | 9.24           | 12             | 11.76          | 7              | 7.98           | 42    |
| Total          | 12   |                | 19             |                | 22             |                | 28             |                | 19             |                | 100   |

Table 11: Chi-square

| O <sub>i</sub> | E <sub>i</sub> | O <sub>i</sub> -E <sub>i</sub> | (O <sub>i</sub> -E <sub>i</sub> ) <sup>2</sup> | (O <sub>i</sub> -E <sub>i</sub> ) <sup>2</sup> /E <sub>i</sub> |
|----------------|----------------|--------------------------------|--|--|
| 8              | 6.96           | 1.04                           | 1.08   | 0.15   |
| 4              | 5.04           | -1.04                          | 1.08   | 0.21   |
| 12             | 11.02          | 0.98                           | 0.96   | 0.08   |
| 7              | 7.98           | -0.98                          | 0.96   | 0.12   |
| 10             | 12.76          | -2.76                          | 7.61   | 0.59   |
| 12             | 9.24           | 2.76                           | 7.61   | 0.82   |
| 16             | 16.24          | -0.24                          | 0.05   | 0.003  |
| 12             | 11.76          | 0.24                           | 0.05   | 0.004  |
| 12             | 11.02          | 0.98                           | 0.96   | 0.08   |
| 7              | 7.98           | -0.98                          | 0.96   | 0.12   |

$$(O_i - E_i)^2 / E_i = 2.177$$

## Findings

From the analysis, it was found that 80 per cent of the respondents valued time-off for family emergencies and 97 per cent agreed that encouragement to use paid and unpaid parental leave helps to balance work and life. Hence, the private telecom operators can introduce such encouragement schemes which the employees can use when the need arises.

Organisations are concerned with the health of the employees that is why they have introduced the policy of cap on time, where a limit is put on the number of hours overtime that can be worked by the employees. Support from manager or supervisor is considered by 65 per cent of respondents, as a help to balance work and family commitments. So, the management should be more employee-friendly. 82 per cent of the respondents believe that they will be able to balance work and family commitments with the support from colleagues to some extent. Additionally, nonfinancial incentives can be considered as an extra assistance from the employer. Employees with supportive work environment (flexibility, control, and supportive culture) reported greater job satisfaction and organisational commitment. The private banking companies are concerned with the employees' responsibility to their family, so that flexible working hours is provided to 79 per cent.

Almost 72 per cent of the employees considered it helpful to balance work and family commitments. About 69 per cent of the respondents admitted that they sometimes, often, or always felt depressed because of work, which again shows the stress amount. Counselling services for employees were enjoyed by 75 per cent of the employees which can be increased so that the employees can be able to overcome the stress and depression from work. Health facilities provided to 100 per cent employees was considered important. But the level of health facilities must be increased as per the expectation of the employees. 90 per cent of the respondents agreed that the organisation would be more effective if employees had good work- life balance. Support from team members can help the employees to balance work and lives to a great extent. This was agreed by more than 90 per cent of the respondents. So, the company can encourage more team work between employees.

### **Conclusion**

The work-life programmes in an organisation provide the flexibility and support that help individuals to navigate through the increasing complexities of modern life. It is up to the employer and the employee to work together to facilitate the acculturation of work-life balance into the organisation. Working longer hours does not necessarily contribute to decreased job security, but does contribute to decreased work- life balance. Moreover, lower work-life balance is correlated with increased dissatisfaction at work. The disadvantages of having dissatisfied employees should be a motivating factor behind the acculturation process. Although work-life balance may be viewed as a utopian dream, society must not fail to respond to the need of individuals when dealing with complex issues arising from the work and the rest of life, especially among individuals, along with their life and career. Many problems associated with stress, including issues of health, well-being, and decreased productivity, society would be wise to foster an environment that proactively engages individuals to reflect on their choices and priorities. Individuals, who seek balance to maintain health and harmony, potentially benefit all aspects of society and business.

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## **Employee Retention: New HR Strategy**

SACHIN S. VERNEKAR AND S. CHATTERJEE

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Changes are taking place at dizzying rate in all spheres of human activities which leaves the average person breathless and confused. In this scenario, the human talent in the organized sector tends to drift from company to company in search of perceived stability. This paper suggests the need for organizations to look within and explore the ways to retain their personnel on a long term basis.

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### **Introduction**

Employee Retention involves taking measures to encourage employees to remain in the organization for nearly the entire duration of their career. In the present fiercely competitive business environment, business organizations are seeking out a limited group of extremely talented and committed professionals to manage their business.

The cost of employee turnover adds to a significant cost to company's expenses. This includes hiring costs, training costs and productivity loss not to mention the loss of valuable customers, added wastage due to loss of specialized skills, retraining of new employees and so on. When an employee leaves, he takes with him valuable knowledge about the company, customers, current projects and past history (sometimes to competitors). There are many cases when key marketing personnel use the marketing strategies of previous employers to promote the products of their competitors.

Customers and clients do business with a company based on the relationship they share with company's employees. Such relationships are developed over a period of time based on mutual trust and faith. When an employee leaves, the relationships that employee built for the company are severed resulting into loss of potential customers and the business. When employees leave, the others who stay behind gets de-motivated and fearful. Others who are close to him tend to follow suit and grab the first opportunity to leave.

In today's environment, it is very important for organizations to retain their employees. The reason why few organizations like TATAs, Infosys are at the top and successful because they value their employees and how to keep them glued to the organization. Employees stay and leave organizations for some reasons. The reason may be personal or professional. These reasons

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should be understood by the employer and should be taken care of. The organizations are increasingly becoming aware of these reasons and adopting many strategies for employee retention.

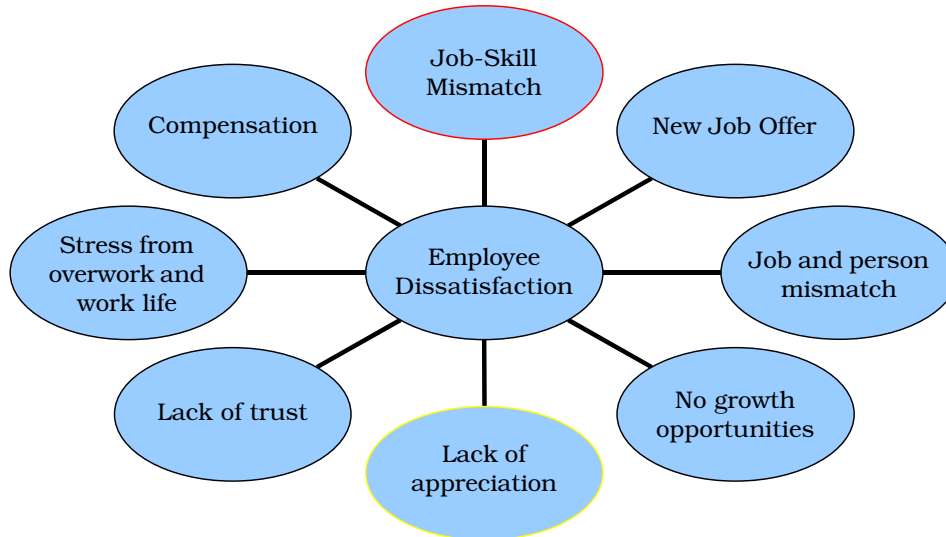


Fig.: Employee dissatisfaction

Employees are dissatisfied due to Job-Skill Mismatch, Job and person mismatch, No growth opportunities, Lack of appreciation, Lack of trust and support, Stress from overwork and work life imbalance, Compensation and New Job Offer

### Winning Employees Commitment and Loyalty

Employee's enthusiasm and attitude towards work greatly depends upon his commitment towards their job and the organization. For winning employees commitment, it is very important for the management to provide their employees an environment which is conducive to their growth and development, where all are working in a systematic and synergized manner and where team work and empowerment are the focus areas.

In order to retain the employees and get them motivated, a manager need to ensure the following factors in the organization:

**Growth and Development:** The best managed companies have clear policy of inducting personnel at the first level and laying down an achievable career path through a well conceived performance appraisal policy. Employees are generally not overenthusiastic about moving on a fast tract career path.

**Congenial Atmosphere:** Management should try to focus on its employees and support them not only in their difficult times at work but also through the times of personal crisis at home. Recognition and Appreciation for good work are the keys for winning employees loyalty. Employer's feedback and guidance to improve make the employees feel valued in the organization.

**Compensation:** The principles of internal and external consistency must never be lost sight of. Internally, the sound compensation policy should strive to strike a balance between salary differential and skill differential while external consistence means that the organizations should always keep in mind the salary structure of other employers in the region engaged in similar business operations.

**Culture:** Organizational culture includes the values, beliefs, dress code, architecture, organizational heroes, the freedom to communicate with each other, adherence to rigid rules and procedures and so on. Culture is self evolving mechanism which is passed down the hierarchy by the top management over successive generation till it takes firm roots in the organization. Employees are generally inclined to join friendly organizations even at a loss of pay and seniority. It is time for many organizations to look inwards and create a more conducive organizational climate.

**Company's Reputation and Value System:** Employees prefer to work for organizations which have the right values. Values are those aspects which the top management believes are correct and good. These can be individual and organizational honesty, compliance of the laws of the land, social work, concern for the environment, employee welfare. Employees dream of working for Mr Narayan Murthy or Mr Ratan Tata because of the perceived image of these stalwarts as persons with high degree of personal integrity and competence.

**Quality of Worklife:** People prefer companies where merit counts more than anything else and where people at all levels are accountable to the same degree for the accomplishment of their assigned tasks.

**Risk Taking:** Companies who dare to tread beyond the well worn path and venture into new business opportunity often attract the best talent who can match their abilities with the new challenges.

### **Retention Plans for Special Groups of Employees**

Having dwelt at length on the vital need for retaining our existing employees, the high cost of losing valuable human resource to competitors and the general strategies for retaining people, let us now turn our attention to the peculiar features of individuals and groups and special strategy that can be adopted to retain them and make best use of their potentials and abilities.

Generally, the employees can be categorized in six distinct groups that can be labeled as Stations. By Stations we mean the unique destinations which these employees have identified for themselves as their career goals and the resultant approaches and work culture adopted by them for this purpose.

**Will Station (Smart Station):** This is the destination of a small group of persons who are extremely dedicated, sincere in their approach, hard working and result oriented. They constitute the foundation pillars of any organization and the top management relies heavily on them for the achievement of organizational goals. For these people the work is an end in itself and such people can be rarely lured by financial baits by competitors. However, these persons are self directed, have a high degree self esteem, pride in their



abilities and an independent way of working. The top management will do well to retain such employees at all costs and do nothing to hurt their self respect and pride. Every care must be taken by them to encourage these professionals, provide them with every organizational facility felicitate and encourage them at all times.

Organizations must make them feel distinct and important and consider them for special rewards and fast track promotions, always subject to limitations of resources and the established rules and policies of the organization.

**Steel Station:** We need people at the top who will never compromise with the principles and the management philosophy of the organization. The ethical practices and the value system of companies like TATA, Godrej and Infosys have never been compromised because of the persons like Mr. Ratan Tata, Mr. Aditya Godrej and Mr. Narayan Murthy at the helm of the affairs of these great Indian organisations. Every attempt must be made to have persons having the abilities of these great people in top level management and retain them. Mr. T. N. Sheshan, Former Election Commission is another example in this category. He is a man of principles and believes in ethical value system. During his tenure as an Election Commissioner, he ensured that Elections are very transparent and free from any biasedness.

**Skill Station:** They are the core group of highly skilled employees who are sought after by many employers. These employees add value in whatever they do. But like other such persons they tend to drift from job to job. To retain these employees, employers need to evolve a flexible policy with regard to their remuneration, working and service conditions and so on. The burners in Cement Industry as a case in this regard. Burners are invaluable for ensuring quality of cement during its manufacture. They are not usually highly qualified, but still are given executive status and facilities at par or higher than middle level executives in a cement manufacturing company.

**Hill Station:** These are the group of cool minded employees who never take tension for their work. However, such employees can be further classified into two categories viz positive and negative. Positive employees (Hill Stations) are the ones who do all the tasks assigned to them with their 100% commitment, cooperate with each other and invite suggestions. They enjoy their work as if they are in Hill Station.

Negative Employees (Hill Stations) are those employees who follow their own mind and do not like to listen to what others are saying. Such employees give more priority to their decisions and interests over the interests of organization as a whole. They too enjoy as if in Hill Station but in negative manner i.e. without contributing to organizational goals.

**Still Station:** Here is a very small group of employees for whom the work can wait, their boss can wait and the client can wait. For them, the work will wait till they are finished with their morning cup of tea. They must first meet their friends and colleagues and discuss every office gossip and news before considering what to do during the day. They feel the clock must work as per their priorities and not the other way round. Very fortunately, they are very

few in number, but nevertheless exist in all organizations. If organizations find that trying to improve them is counter productive, these employees be transferred to other departments with necessary counseling and instructions. If these measures also fail then the organization should ask these employees to leave the organization.

**Bill Station:** On the other side of the organizational spectrum is this group who set their own priorities and work pace. They are the ultimate boss of their assignments. They set their own priorities irrespective of what their superiors tell them. For them their personal needs and goals are just as important as organizational goals. They must avail every facility and benefit provided by the organization and they will always have a well rehearsed excuse for work not accomplished. They harp on organizational and time constraints Such persons never blame themselves or make efforts for self improvement. Such persons are ever on lookout to steal the good work done by others to survive.

Such persons need to be counselled to see if their attitude towards their work can be improved. Other strategy can be to team them with achievers belonging to the WILL STATION. Organizations should not risk their business by assigning important assignments to them till they improve. Behavioral training has worked wonders for such persons and must be tried. However, if nothing works they must be asked to separate themselves from the organization.

### **Conclusion**

Human resource is the most vital and scarce resource for any organization which must be retained at all cost to survive in the present competitive market driven business environment. However, human beings have complex and ever changing needs which must be understood by employers and seriously addressed to if they expect to retain them in their organizations. Just as employers have a legitimate expectation from their employees, so do employees from their employers. However, the silver lining in the cloud is that everyone responds to human understanding and love. Good team leaders help in team members feel empowered and utilize their talent optimally. People want to feel valued and considered important.

Technical Session II  
**Work Life Balance: Dilemma of  
Modern Society**

**ABSTRACTS**

**A Perceptual Analysis of Employee Work Life Balance**

A. BHARATHY\*

This paper is an attempt to research upon the work life balance practices of the BPO employees in order to suggest interventions else this industry may dig a grave for itself amidst the growing prosperity that our country tries to leverage upon from this industry.

**Impact of Corporate Entrepreneurship on Financial Performance: A Study in Indian Context**

AARUSHI MALHOTRA AND BROTO R. BHARDWAJ\*\*

This study investigates the role of corporate entrepreneurship in enhancing work life balance of the people in the organization. The study includes the variables including (1) Proactiveness, (2) Risk Taking, and (3) Innovativeness. The study findings suggest that the innovativeness in managing talent can be effective in work life balance and enhance people retention.

**Work Life Balance: Dilemma of Modern Society**

ABHISHEK PRATAP SINGH, SHARDA GANGWAR AND PRIYANKA SINGH\*\*\*

This article provides human resource professionals with an historical perspective, data and possible solutions—for organizations and employees alike—to work/life balance. Three factors—global competition, personal lives/family values, and an aging workforce—present challenges that exacerbate work/life balance.

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### **Positive Integrities towards Work Life Balance**

AFTAB ANWAR SHAIKH\*

The paper proposes that the right balance for you today will probably be different for you tomorrow. The right balances for you when you are single will be different when you marry, or if you have children; when you start a new career versus when you are nearing retirement.

### **Work Life Balance of Women in IT Industry**

AJAY WAGH AND PRANITA SONAR\*\*

“Successfully achieving work life balance will ultimately create more satisfied workforce that contributes to productivity and success in the workplace.” In this context the current paper explores some of the causes and consequences of work life imbalance amongst women employees of IT companies in and around Pune.

### **Work Life Balance in the New Service Sector Economy**

AJIT KUMAR SHUKLA\*\*\*

The study identifies major factors of work life balance including domains of work, financial resources, leisure, dwelling and neighborhood, family, friendships, social participation and health. All these domains of life are closely related to each other. It offers more inclusive approach to study work/non-work conflict compared to work family conflict.

### **A Study on Work Life Balance of Employees at UCO BANK, Guwahati**

ANUPAMA DEKA\*\*\*\*

The present study attempts to identify the work life balance of employees in the banking sector. The purpose of this article is to examine the extent to which work-life balance policies / practices are a reality for employees of banking sector. The article is based on an exploratory approach.

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\*\*\*\*Ms. Anupama Deka, Research Scholar, Centre for Management Studies, Dibrugarh University, Assam.

**Work Life Balance : Dilemma of Modern Society**

ARUNA S.WADEKAR\*

Need is the mother of invention. So man invented many things. Those inventions were termed as 'Work' but it was not someone's career. 'Searching of facts' was the greatest 'ambition' and in that type of 'work' there was no stress which we are seeing now-a-days.

**Work Life Balance: Driver of Women Entrepreneurship in India**

ASHIMA BHATNAGAR, BROTO R. BHARDWAJ AND SHIKHA GANDHI\*\*

Entrepreneurship has become a key driver of equitable economic growth, and has immense potential as a generator of employment opportunities and providing work life balance for women. Developing a culture of entrepreneurial thinking within the communities in which we live and work has, therefore, become a focus for governments and societies worldwide.

**Work Life Balance: Dilemma of Modern Society**

ASHISH. J. DIXIT AND MOHAN JAGNADE\*\*\*

In a society filled with conflicting responsibilities and commitments, work/life balance has become a predominant issue in the workplace. Three factors—global competition, personal lives/family values, and an aging workforce—present challenges that exacerbate work/life balance.

**Work Life Balance: Dilemma of Modern Society**

B.M. Patel\*\*\*\*

The author expresses his own views on Work life programs a largely untapped workplace solution that have the potential to significantly address stressful work environments.

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### **Work Life Balance-Causes, Consequences and Remedies**

BALASAHEB S. DESHMUKH AND WAGHAMARE SHIVAJI\*

The present paper intends to narrate historical perspective and conceptual framework of work life balance. Further, it aims to trace out the causes and consequences of work life imbalance. At the end, it intends to prescribe strategies to overcome ill-effects of work life imbalance.

### **Employees Burnout as an Indicator of Imbalanced Work Life Balance and Job Dissatisfaction in Organizations**

BHAVESH P. JOSHI AND SHIKHA BHARDWAJ\*\*

This paper attempts to gather the data of Employees burnout on Work – life Balance of workforce across a spectrum of cases. The data also reveal some of the models followed by various good companies. The paper represents a model, created on the basis of literature review, to establish a work life balance of employees.

### **Quality of Work-Life Balance among Women Employees in ITES Sector in Relation to Job satisfaction and Burnout**

BHAVANI M.\*\*\*\*

The researcher attempts to answer the conflict in culture of the local state/ country (India) and how it is perceived by the employees. In this respect the Researcher surveyed the individuals working in BPO/ITES sector in Bangalore. The aim of this paper is to explore the current issues involved in quality of work life related variables like job satisfaction and burnout.

### **Balancing the Work-life: A Case Study**

CHIMUN KUMAR NATH\*\*\*\*

This paper reports on narrative interviews with female employees and provides more insight into the subject of work-life balance of women managers working in PSU. It begins by reviewing the literature on work-life balance before analyzing the specific matters of work-life balance of female employees and asking how women deal with the additional stress and pressure arising on an assignment. Then, the underlying Grounded Theory Method is discussed before presenting the findings.

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### **Work Life Balance: Towards Achieving the Perfect Balance**

DARSHANA S. ROHIT\*

According to various work /life balance surveys, more than 60% of the respondent professionals surveyed said that they are not able to find a balance between their personal and professional lives. They have to make tough choices even when their work and personal life is nowhere close to equilibrium. Traditionally creating and managing a balance between the work-life was considered to be a woman's issue.

### **Work Life Balance: A Study of the Perceptions of the College Teachers**

DEBASISH SUR, SUSANTA MITRA AND KAUSHIK CHAKRABORTY\*\*

The present paper is an attempt to understand the perceptions of the teaching professionals, particularly college teachers of North Hooghly district of West Bengal, in regard to making a balance between living and livelihood and as well to explore some of the aspects to understand the essence of WLB.

### **Work Life Balance in B.P.O. Sector**

FARAH FAROOQUI AND REGINA JOHN\*\*\*

The present study has been done to examine the problem of work life balance & suggest measure for improving the same. The sample companies were Infosys, Wipro & T.C.S. selected on purposive basis. The study is based on primary and secondary data with sample respondent size been 150. The parameter selected for survey are job satisfaction, stress, working condition and compensation packages in order to maintain work life balance.

### **Work-Life Balance: Dilemma of Modern Society**

(With reference to Women Employees in Banking sector)

G. GANESAN AND C. DHANPAL\*\*\*\*

Three factors like global competition, personal lives/family values, and an aging workforce - present challenge that exacerbate work-life balance. This article offers the perspective that human resource professionals can assist their companies to capitalize on these factors by using work-life initiatives to gain a competitive advantage in the marketplace.

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### **Work Life Balance for Corporate Excellence**

G. RAJU AND MADHULAL. M.\*

Employees too have to recognize that work-life balance is a valued part of the contract between them and the organization; that top management genuinely wants them to be successful in both parts of their life; and that success outside work is regarded by the company as a positive factor in achieving success within work.

### **Attainment of a Smooth Work Life Balance**

HANNAH FREDERICK\*\*

This study deals with the association between socio economic variables and work life balance, the contribution of family environment, office environment and amenities to help attain a smooth work life balance and the role of various motivating factors influencing family environment, office environment and the different amenities that helps attain a smooth work life balance.

### **Stress and Work-Life Balance in Corporate World: A Study**

JAGANNATH B KUKKUDI AND VEERENDRAKUMAR\*\*\*

Three factors—global competition, personal lives/family values, and an aging workforce present challenges that exacerbate work/life balance. This article offers the perspective that human resource professionals can assist their companies to capitalize on these factors by using work/life initiatives to gain a competitive advantage in the marketplace.

### **Work/Life Balance: Challenges and Solutions**

JYOTI AGARWAL AND S.K. SINHA\*\*\*\*

This research paper provides human resource professionals with an historical perspective, data and possible solutions for organizations and employees alike to work/life balance.

---

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## **The Role of Work Life Balance in Overall Development**

K.A. WANGAL\*

Maintaining the balance between work and life is becoming the vital factor for the overall development of both. This paper envisages about the work life balance and the activities in maintaining this balance.

## **Work Life Balance: Issues and Challenges**

KAILASPATHI AND B.VIJAYA\*\*

A good balance in work and life can play a phenomenal role in the attainment of personal and professional goals. This paper explores the notion of work/life balance, including the empirically grounded benefits for employers and employees. The paper also challenges some of the rhetorical assumptions associated with work/life balance.

## **Work-life Balance: Challenges and Solutions**

KARUNENDRA PRATAP SINGH, NEETU SINGH AND CHANDAN SINGH\*\*\*

In this paper authors focus on human resource professionals with an historical perspective, how to successfully combine work, family relationships and leisure time into a satisfying life, possible solutions for organizations and employees alike to work-life balance. This paper offers the perspective that human resource professionals can assist their companies to capitalize on factors which impact on work-life initiatives to gain a competitive advantage in the marketplace.

## **Work-Life Balance: Some Empirical Observations**

KUMUD CHANDRA GOSWAMI\*\*\*\*

More stress related physical disorder like frequent headaches, stiff muscles, or backache, immunity related problems etc. are some common symptom for those people. Proper rationing of the activities between what is important and what can be on wait will give fruitful result.

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### **Work-life Balance in Indian Context**

L.D. BARIA\*

The policies and practices are more prominent in new economy organizations such as software and services organizations. The paper suggests that organizations need to incorporate and encourage a culture and meditation that support utilizing (the live resource) them to ensure employee commitment and productivity.

### **Work-Life Balance: Four Quadrants of Life and Indian Women Entrepreneurs**

LATIKA.A. AJBANI AND MADHURI. DESHPANDE\*\*

This paper presents the situation of women entrepreneurs in India, the obstacles they face and how they can maintain work life balance between four quadrants. It also focuses on the role of women entrepreneur in four quadrants of life.

### **A Study on Work Life Balance and Its Contribution in Enhancing Managerial Efficiency**

LOKINDER KUMAR TYAGI\*\*\*

The main objective of majority of organizations is to earn profit and for that their human resources is largely used or rather exploited for getting the desired results. It is presumed that the exploitation is the real reasons of stress for the employees. The purpose of this research study is to review the work life balance and corporate stress management procedure and practices; causes of the stress being faced by the employees.

### **Challenges and Strategies of Modern Women in Work Life Balance**

M. SARADA DEVI AND K. KIRAN KUMAR\*\*\*\*

It is a well known fact that working women are facing lot of stress and frustration in their work life balance. This paper is intended to identify the factors causing the stress and suggest certain measures to reduce the stress by using modern technology.

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### **The Increasing Call for Work-Life Balance**

MADHU SRIDHAR\*

In the current economic meltdown scenario, employees are working beyond their capacity ignoring their other personal commitments, because there have been cutbacks or layoffs where they work. They're afraid it may happen to them, so they're putting in more hours afraid to admit the stress. This imbalance is having a toll in their professional and family life resulting in deep personal, mental and physical ill health. It is very important to beat burnout by discovering ways to devote more time to the activities and people that matter most to you.

### **Quality of Work Life in Higher Education: An Empirical Analysis**

MEHRAJ UD DIN SHAH AND MANZOOR A SHAH\*\*

The study suggests that to improve the quality of work life in higher education certain policy aspects including upward mobility, recognition, reward, freedom , autonomy should be duly infused.

### **Work Life Balance: Dilemma of Modern Society**

MOKAL PRABHAKAR RAMJI\*\*\*

With the onset of the industrial revolution in the second half of the 18th century, the separation between work and life became more clearly defined. The workplace has continued to change dramatically since those days, and as a result, balancing work and life has changed as well.

### **Work Life Balance in India: A Revolutionary Change**

N. SANTOSH RANGANATH AND M. PRATIMA\*\*\*\*

In today's fast-paced society, human resource professionals seek options to positively impact the bottom line of their companies, improve employee morale, retain employees with valuable company knowledge, and keep pace with workplace trends. This article provides the changing way for organizations and employees alike—to work/life balance.

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### **Work Life Balance : Self Management**

N.M. SHARMA\*

The Vedas throw considerable light on the art of management of body, mind and intellect. The Vedas highlight the importance of effective time management for realizing the full potentials of birth in the human form. Within this span of existence, one has to understand and put into practice the nuances of not only self management but also pertaining to relationship management and spiritual management.

### **A Study on Working Condition and Developmental Issues of Women Labourer in Unorganized Construction Sector in Bhadrak District.**

NABAGHAN MALICK AND SATHYA SWAROOP DEBASISH\*\*

During different five year plans, Government has taken up the activities like construction of Pacca concrete road to all villages connected from District Head Quarter, Block Head Quarter & Panchayat Head Quarter. Further the construction of Bridge, Building, River dams, Railway line construction work developed at a rapid rate which has increased the market demand for construction workers.

### **Walking on The Rope – Better Balance is the Need of the Hour**

NAGA RAJU ALLURI AND L.S.R. ANJANEYULU\*\*\*

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 by the virtue of participation in the other.

### **Moderating Effects of Community Embedded Behaviour on Work Life Balance, Employee Satisfaction & Turnover Intention**

NEETU ANDOTRA AND POOJA\*\*\*\*

Effective WLB forges a symbiotic employer-employee relationships, lowers turnover and produces a satisfied, productive & loyal work force. The paper constructs and validates a multidimensional measure of work-family conflict based on a sample of 113 industrial workers. The study found significant variation regarding WLC across socio-economic and demographic profile of industrial workers. Results of SEM showed that work-family conflict is negatively correlated with job satisfaction and turnover intention and community embedding moderates the impact of work-family conflict on turnover and job satisfaction.

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### **Work Life Balance: The Recent Response of India Incorporated**

NITA A NERURKAR\*

The Industrial Licensing policy, The Monopolies and Restrictive Trade Practices Act and the Labour laws governed the Industrial Policy of the Company. The employer-employee relations were determined by the legal structure and not as per the requirements of the environment.

### **A Study on Work Life Balance Amongst Female Teachers**

NITIN GHOPADE, SAVITA KULKARNI AND S.R. DALVI\*\*

The results indicated that the percentage of work life balance in most cases is achieved. Although increasing responsibilities they can manage to balance the work life because of their attitude toward work and job satisfaction.

### **Work Life Balance: A Study of the Tea Garden Managers in Assam**

P. BEZBORAH AND CHAYANIKA GOSWAMI\*\*\*

This paper is an attempt to discuss the issues pertaining to the work life balance of the Tea Garden Managers in Assam and also to highlight some measures to help the managers to balance their work and life.

### **An Assessment of Gender Perception in Work Life Balance Among Academic Professionals**

P. SANTHI AND VIDHYA KALA\*\*\*\*

This initiative was aimed at encouraging employers to adopt flexible working arrangements such as job sharing, flexi-time, compressed hours and others, to help their employees to achieve a better balance between the demands of paid employment and those arising from their private life.

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**Work Life Balance: Dilemma of Modern Society**

P.C. BADALIA AND BIKASH KUMAR MALVIYA\*

The employee, whichever age group he/she belongs to at any cost, needs to maintain a healthy balance between his job and life. This paper discusses how an individual helps himself and how the organizations can help the individuals to maintain a healthy balance between work life and the personal life.

**Work Life Balance: The Key to an Individual's Fulfillment**

P.M SIRIYA\*\*

Numerous world bodies including the International Labor Organization (ILO) in recent years prescribed balance coupled with honoring workers' rights, to create the right working atmosphere, especially in countries that have latched onto the services bandwagon. In short, the industry buzz, whether in low-tech or hi-tech industry, is about creating Work-Life Balance (WLB).

**Evaluation of Work Life Balance Issues in Modern World and the Role of E-Learning Process 'Technology'**

P.N. SHENDE\*\*\*

The purpose of this paper is to understand the various issues faced by the working men and women. The balancing act they have to manage between professional working and personal life. It is important to understand the role of E-Learning component 'Technology' in balancing it.

**Work Life Balance: Dilemma of Modern Society**

PARMANAND LAL\*\*\*\*

The paper suggests that any modern companies recognize the need to manage work-life balance issues. Programs such as flexi-time, job-sharing, working from home, compressed working hours, annual hours, work-life balance training programs, workplace nursery, career breaks to name a few can help employees to balance their work and life.

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\*\*\*Dr. P.N. Shende, Associate Professor and HOD ( Accountancy), Brihan Maharashtra College of Commerce , Pune (M.S.)

\*\*\*\*Dr. Parmanand Lal is faculty member.

## **“A Critical Study on Work-life Balance of BPO Employees in India”**

PRATYUSH TRIPATHI AND AJAY MISHRA\*

This paper is an attempt to contribute to existing literature on work-life balance in general and the Business Process Outsourcing (BPO) industry in India. In this research, it is intended to ascertain the work-life balance conditions of selected BPO workers in Bhopal city (Capital of M.P.).

## **Managing Work Life Balance in Globalised Era**

PRAVIN H. GHOSEKAR\*\*

In the Globalised era the employee need to strive for the competition. In this era all must need to make themselves sufficient and tangible to maintain their work-life-family balanced. This paper envisages about the work life balance, globalization and suggests how to maintain this balance.

## **Work Life Balance: Dilemma of Modern Society**

RADHAMANI DIVAKAR\*\*\*

This paper throws light on areas of work life imbalances, reasons and different categories of people affected by it. It also comes out with a few solutions to reduce this imbalance.

## **Work – Life Balance: Modern Living Mantra**

RAMACHANDRA AND RAMESH. M. BEWOOR\*\*\*\*

The existence of work-life balance programs be attributed to a realization of social responsibility by the employers towards their employees or to a realization of the competitive advantage it offers to employers? Before we can answer this question, we need to define what work-life balance is and various factors associated with it.

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## **Quality of Work Life, Productivity & Employee Attrition with Special Reference to ITES Sector in India**

RAJEESH VISWANATHAN AND Y. SRINIVASULU\*

This paper is an attempt to justify the role of Quality of work life (QWL) as an intervention to resolve human resource (HR) related issues and to establish a linkage between QWL components and HR Practices. The QWL components have been reviewed in ITES firms operating in India. This paper also aims at highlighting the correlation between QWL and organizational productivity and reducing attrition rate.

### **Work Life Balance**

RAJENDRA KUMAR SAHU\*\*

The paper suggests that it is high time there needed a balance between the work and social life. Work and social life are like two sides of a coin for a peaceful and progressive life. There should be a demarcation between the two. Prioritizing one will tear flesh and suck blood from other and leaves it to dwindle and perish.

### **Work Life Balance and a Study of Job Satisfaction, Job Involvement and Organisational Commitment**

RAJANIKANT VERMA\*\*\*

This paper explores the work/life balance including the empirically grounded benefits for employers and employees through job satisfaction, job involvement and organizational commitment of public and private sector banks in India, Three banks from public sector and three banks from private sector have been considered for the study.

### **Workplace Environment and its Impact on Organisational Performance**

RAKESH KUMAR AGARWAL\*

In an effort to motivate workers, firms have implemented a number of practices such as performance based pay, employment security agreements, practices to help balance between work and family, as well as various forms of information sharing. In addition to motivation, workers need the skills and ability to do their job effectively.

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### **Work Life Balance- A Case Study of Bemo Hydraulics Limited Belguam (Karnataka)**

RAMESH.OLEKAR AND SANDEEP KOTHARKAR\*

Three broad sets of overlapping influences are identified viz those concerned with developments at work that might be seen as causing the problem of work-life imbalance, those relating to life outside work that might be viewed as consequences of work-life imbalance and those concerning individuals and their lives that give rise to the need to address the challenge of work-life balance as a current issue.

### **Work life Balance: Dilemma of Modern Society**

REENA MEHTA\*\*

Work means –career and ambition and life means- family, pleasure, health, leisure and spiritual development. Work life balance is the principle that paid employment should be integrated with domestic life and community involvement in the interest of personal and social well-being.

### **Work Life Balance: Challenges and Solutions**

ROHINI GUPTA SURI, AMRIK SINGH SUDAN AND SANTOSH GUPTA\*\*\*

This paper/article offers the perspective that human resource professionals can assist their companies to capitalize on factors by using work life initiatives to gain a competitive advantage in the market place.

### **16 Ways to Encourage Work/Life Balance in Employees**

S. AYYAPPANAİK NENAVATH AND K. HARI HARA RAJU\*\*\*\*

The paper begins by outlining the theoretical and empirical literature giving an overview of Work Life Balance and demonstrating the impacts of Work Life Balance on both organisations and employees. It then explains 16 ways to encourage work/ life balance in employees to effective implementation and utilization of Work Life Balance benefits.

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### **Work Life Balance: Challenges and Solutions**

S. TARAKESWARA RAO, M.P.SURI GANESH AND T. KAMARAJU\*

This article offers the perspective that human resource professionals can assist their companies to capitalize on these factors by using work/life initiatives to gain a competitive advantage in the marketplace.

### **Work-Life Balance: Current Issues and Strategies**

S.N. NANAWARE\*\*

The present study identifies reasons and effects of the work-life imbalance, gives an insight into individual and companies perception about the work-life balance and policy implication for their sustainability in the competitive environment.

### **Work Life Balance- Dilemmas of the Modern Society**

S.V. SATYANARAYANA AND SREELAKSHMI SHANKER\*\*\*

“Work-life balance” addresses the unfair life choices people make to get ahead in their professional lives. This paper examines the work-life balance of 100 employees working in the IT Enabled Services Sector and introspects on the three facets put forth by Fisher-McAuley, Stanton, Jolton and Gavin (2003) - Work Interference in Personal Life, Personal Life Interference in Work, Work and Personal Life Enhancement.

### **Work Life Balance: Stress and Performance**

S.V. SHINDE\*\*\*\*

The study proposes that the escalating costs associated with workplace stress indicate an international trend among industrial countries. Work-life balance is a person's control over the conditions in their workplace. It is accomplished when an individual feels dually satisfied about their personal life and their paid occupation.

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### **Work Life Balance of Women Employees**

SANGAPPA RAMPURE\*

This article would highlight the various values, attitudes & beliefs of women regarding job anxiety in their formal work organizations & particularly balancing their work & personal life.

### **Work Life Balance- Bridging the Gap Between Policy and Practice**

SEEMA S.SINGHA AND NITU AGARWAL\*\*

Work life strategies if properly framed and practiced have potential to significantly improve employees morale, reduce absenteeism, and retain organizational knowledge thus offers win win situation for employers and employees as well.

### **Work-Life-Balance: Ensuring Success for Indian Organisations**

SRIKANTHVERMA, SATYANARAYANA AND K.D. SWARNARAJ\*\*\*

This paper presents the sound business benefits to promoting work-life balance in the organisations. It also presents the elements of a work life strategies and implementing a work life balance strategy to ensuring success for Indian organisations.

### **Pinning the Elusive Balance Between Work and Life – A Key to Happier Life**

SHWETA GUPTA AND ANKITA CHATURVEDI\*\*\*\*

Many employees are experiencing burnout due to overwork and increased stress. This condition is seen in nearly all occupations from blue collar workers to upper management. Over the past decade, a rise in workplace violence, an increase in levels of absenteeism as well as rising workers' compensation claims are all evidence of an unhealthy work life balance.

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### **Innovative Employee Engagement Practices**

SUBHASH. K. WADEKAR AND SWATI S. WADEKAR\*

Organization should form core team of experts who can read the employees behavior and understand their needs and essentialities. Employee welfare schemes should be very often engaged by organization so as to develop a strong emotional bonding with organization.

### **Mental Stress and Work Life Balance- Dilemma for Female Professors Working in Conventional Colleges**

SUNIL SUBHASH PATIL AND VIVEKANAND ANANDRAO MANE\*\*

This paper examines the mental stress and work-life balance practices (WLB) in explaining the “paradox of the female professors working in conventional colleges”. The role of work has changed throughout the world due to economic conditions and social demands.

### **Work Life Balance**

SUMIT KUMAR AND RAJEEV RANJAN SHARMA\*\*\*

The paper suggests that at the core of work life balance definition there are two core concepts-Achievement and enjoyment (all the joys of living).With large projects in hand office tasks often demand that employees give extra time to their projects, outside of the office timings.

### **Work Life Balance: Chalanges and Solutions**

SUPRIYA HINGANKAR\*\*\*\*

Global competition, personal lives/family values, and an aging workforce present challenges that exacerbate work/life balance. This article offers the perspective that human resource professionals can assist their companies to capitalize on these factors by using work/life initiatives to gain a competitive advantage in the marketplace.

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### **Quality of Work Life Balance at Blue Star Ltd, Bharuch**

SURESH SAVANI AND SHILPA BHATT\*

The paper suggests that more aggressive approaches needs to be bargained on work environment and other issues reflect movement by some unions to a more proactive philosophy of the union's role in participation-enhancing strategies.

### **Work Life Balance Management: Evidence from Corporate Sector**

SUSHIL K. PATTANAİK AND SWODES K. DAS\*\*

The soft management style is being counterbalanced by ever-greater emphasis on tough performance measurement and a shift to short-term contracts. It is in this context, a study on work life balance is the need of the hour.

### **Work Life Balance**

SUVARNA ASHOK KURKUTE\*\*\*

The paper proposes that a society filled with conflicting responsibilities and commitments, work/life balance has become a predominant issue in the workplace. Research suggests that forward-thinking human resource professionals seeking innovative ways to augment their organization's competitive advantage in the marketplace may find that work/life balance challenges offer a win-win solution.

### **Work-Life Balance: A Case Study of Women in an Educational Institution**

SUVARNA KADAM\*\*\*\*

Today's career women are continually challenged by the demand of full time work and when the day is done at the office they carry more of the responsibilities and commitment to home. Successfully achieving work life balance will ultimately create a more satisfied workforce that contributes to productivity and success in the workplace.

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\*\*\*\*Ms. Suvarna Kadam, Assistant Professor, SMRK-BK-AK, Mahila Mahavidyalaya.

### **Maintaining Work Life Balance- A Survey of Employees of Jammu Region**

SYEDA SHAZIA BUKHARI\*

The paper talks about the present scenario that is being faced by almost all the professional people, working in different organizations, be it govt., semi-govt., or private. Different people work in different organizations that require and demand various kinds of skills and qualifications as per the nature of the work the firm deals in. The competition has crept into the market so well that it has engulfed all the organizations to work at their level best.

### **Work/Life Balance: Challenges and Solutions**

UMESH RAWAL\*\*

Work/life balance calculator-Achievement and Enjoyment in each of our four life quadrants: Work, Family, Friends and Self.-Tips for Better Work-Life Balance - Build downtime into your schedule.-Drop activities that sap your time or energy.- Rethink your errands.

### **A Study on Work Life Balance among Banking Employees- With Reference to Public Sector Banks in Kancheepuram**

V. CHITRA AND R. SHANTHI\*\*\*

The result from the study confirms that psychological factors in the work environment are associated with WLB among women and men employees. Factor such as interference of home at work, job satisfaction and employee health are highly associated with Work Life Balance.

### **Work Life Balance: Problems and Solutions**

V.S. KANNAN KAMALANATHAN\*\*\*\*

On the basis of the literature and secondary data, the present paper has made an effort to understand the current status of work/life balance in organizations and to identify its future prospects.

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Technical Session III  
**Regulatory Framework of Business:  
Emerging Scenario**

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## **Investor Perception Towards the Investment Protection Framework of SEBI**

P. NANDINI

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This paper attempts to study the investor perception towards the investment protection by SEBI. This helps to know how the investor's knowledge in investment decisions according to the SEBI regulations.

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### **Introduction**

In today's world investment plays a vital role. Investments are made for the future benefit, whatever money earned should be properly invested. The primary objective of an investment is to make money. For this the investors should choose a proper investment avenues where they can get huge returns. After making the right decisions for investing they should properly invest in a secured investment avenues. Before investing, the investors should read the instructions and the risk involved in it. Investing in the Stock market involves heavy risk and also it gives high returns. The risk should be overcome by watching the market conditions then and there. For the purpose of investor protection SEBI has given certain guidelines.

### **Objectives**

- To find out the demographic factors of the investors dealing in stock market.
- To find out the investor preferences in investment avenues.
- To evaluate the investor perception on SEBI regulations.

### **Review of Literature**

Manish Mittal and Vyas R K (2007) revealed that Equity was the first choice, Mutual funds and Real Estate Bullion was second choice and Post office , Debentures and Derivatives was third choice by the Demographics variables.

Shollapur M R and Kuchanur A B (2008) concluded that there is a need to help investors develop a realistic perspective of the investment avenues and their attributes.

Sushant Nagpal and B S Bodla (2009) concluded that investor's lifestyle predominantly decides the risk taking capacity of investors.

### Research Methodology

The objective of the study is to explore the investor perception towards investment protection by SEBI with reference to Pudhucherry.

The study is based on random sampling method. A sample of 25 respondents is chosen for the study. The survey was conducted during the month of September 2011 in Pudhucherry region.

### Limitation of the Study

The study has the following limitation

1. Size of the sample was limited to 25.
2. In-depth study could not be conducted because of time constraint.
3. Only investors who deal in stock broking are considered.

### Analysis

Gender and SEBI guidelines are helpful for investment decision making and to minimize risk.

To find out whether there is any association between the gender and the Investor guidelines by SEBI are helpful in investment decision making and to minimize risks.

Table 1: Association between gender and investor

| Gender | Investment decision making | Minimize risk | Total   |
|--------|----------------------------|---------------|---------|
| Male   | 8(40)                      | 12(60)        | 20(100) |
| Female | 1(20)                      | 4(80)         | 05(100) |
| Total  | 9(36)                      | 16(64)        | 25(100) |

Source: Primary Data

Table 1 reveals that Both the gender have responded that investor guidelines by SEBI were helpful in minimizing risk. Only Male have responded that investor's guidelines by SEBI are useful for investment decisions making as well as to minimize risks.

The results revealed that the calculated value (.069) is less than the table value (3.84) at 5% level of significance and shows that the gender do not differ in their views that SEBI guidelines on investor protection of investment is helpful for minimizing risk and investment decision making.

### Different Age Groups and SEBI Regulations

To find out whether there is any association between the different age groups on the effectiveness of SEBI guidelines in protection of investor's investment.

Table 2: Association between different age group

| Age group | To very great extent | To great extent | To some extent | Total   |
|-----------|----------------------|-----------------|----------------|---------|
| 21-30     | 0                    | 0               | 4(100)         | 04(100) |
| 31-40     | 1(8)                 | 5(40)           | 7(52)          | 13(100) |
| 41-50     | 0                    | 2(29)           | 5(71)          | 07(100) |
| Above 51  | 0                    | 0               | 1(100)         | 01(100) |
| Total     | 1(4)                 | 7(28)           | 17(68)         | 25(100) |

Source: Primary Data

Table 2 shows that All age groups opted that the SEBI regulations are effective to some extent. Only 40% of the age groups between 31-40 responded that the SEBI regulations are effective to great extent.

### Findings

- Majority of the respondents belong to the age group of 31 to 40 and 41-50.
- Most of the respondents are male (80%) and the remaining 20% are female
- Most are the respondents (36%) are Post graduate.
- Most of the respondents (64%) are working followed by Professionals.
- Most of the respondents (56%) belong to income group 100000-500000 followed by less than one Lac.
- Most of the respondents (44%) are influenced by investor friends and brokerage firms.
- Majority of the respondents (56%) prefer low risk and high returns.
- Majority of the respondents prefer (68%) shares as a good return of investment followed by Mutual funds.
- Most of the respondents (32%) objective of investment is purchase of assets followed by Children's education.
- Most of the respondents who have responded that they have more than five years of investing time.
- 68% of the respondents are aware of the statutory regulations and norms of investment.
- More than 50% of the respondents responded that the SEBI regulations are Effective "To Some extent".
- Majority (84%) of the respondents are satisfied with the SEBI regulations on Investor protection.
- Majority (64%) of the respondents responded that the Investor guidelines given by SEBI are helpful in minimizing risks.
- 40% of the respondents responded that legal risk was overcame by SEBI norms, followed by Market Risk (32%).
- Half of the respondents responded that the disclosures published by SEBI for investors are more important.
- 48% of the respondents are satisfactory with the SEBI Investor Grievance.

- More than half of the respondents responded that there is safety of funds by SEBI
- 52% of the respondents responded that the SEBI regulations are Favorable for the investor protection.

### Conclusions

The study on investor perception towards the investment protection framework of SEBI is need of the hour. As the regulations changes from time to time depending on the operational environment the investor has to capture the changing perceptions and also should be aware of the warning signals of their investment through recognized brokerage firms or through proper guidance. The availability of more savings instruments with varies risk-return combinations would make the investors more alert and choosy.

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### Annexure

Table 1: Distribution of the Investors

|                  | No. of Respondent |
|------------------|-------------------|
| <b>Age</b>       |                   |
| 20-30            | 4(16)             |
| 31-40            | 13(52)            |
| 41-50            | 07(28)            |
| Above 51         | 01(4)             |
| Total            | 25(100)           |
| <b>Gender</b>    |                   |
| Male             | 20(80)            |
| Female           | 05(20)            |
| Total            | 25(100)           |
| <b>Income</b>    |                   |
| Below 100000     | 7(28)             |
| 100000 – 500000  | 14(56)            |
| 500001 - 1000000 | 03(12)            |

|   |         |
|---|---------|
| above 1000000   | 0       |
| Total   | 25(100) |
| <b>Information</b>  |         |
| Brokerage firms   | 06(24)  |
| Investor Friends  | 11(44)  |
| Self Knowledge  | 05(20)  |
| Advertisement   | 03(13)  |
| Total   | 25(100) |
| <b>Investment</b>   |         |
| Shares  | 17(68%) |
| Mutual Funds  | 05(20)  |
| Others(Insurance Mutual Funds in<br>SIP, Post Office savings) | 03(12)  |
| Total   | 25(100) |
| <b>Investment</b>   |         |
| Retirement  | 04(16)  |
| Contingencies   | 02(08)  |
| Purchase of assets  | 08(32)  |
| Tax reduction   | 01(04)  |
| Children's Education  | 05(20)  |
| Other (addl income , savings)                                 | 05(20)  |
| Total   | 25(100) |
| <b>Effective</b>  |         |
| To very great Extent  | 01(04)  |
| To great extent   | 07(28)  |
| To some extent  | 17(68)  |
| Total   | 25(100) |
| <b>Type of Risk</b>   |         |
| Credit Risk   | 02(08)  |
| Market Risk   | 08(32)  |
| Operation Risk  | 02(08)  |
| Legal Risk  | 10(40)  |
| Others  | 03(12)  |
| Total   | 25(100) |
| <b>Guidelines</b>   |         |
| Investment Decision Making                                    | 09(36)  |
| To minimize risk  | 16(64)  |
| Total   | 25(100) |
| <b>Opinion</b>  |         |
| Highly favourable   | 03(12)  |
| Favourable  | 13(52)  |
| Netural   | 05(20)  |
| Unfavourable  | 04(16)  |
| Highly Unfavourable   | 0       |
| Total   | 25(100) |

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# **Corporate Governance in Urban Co-operative Banks – The New Mantra for Greater Efficiency and Customer Satisfaction**

JAMES JACOB

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This paper discusses about the corporate governance in Urban Co-operative Banks

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## **Introduction**

Many committees constituted by the Reserve Bank of India and other authorities have commended the role of UCBs in the Indian banking system. The Vision Document published by RBI recognizes the UCBs being an important part of finance system. The vision statement clearly spells that “The UCBs should emerge as a sound and healthy network of jointly owned democratically controlled and ethically managed banking institutions providing need based quality banking services, essentially to the middle and lower middle class and marginalized sections of the society”. It is therefore necessary that all UCBs have to practice corporate governance on a continuous basis to remain as vibrant banking institution and play the role effectively, especially in the area of financial inclusion and micro level credit dispensation”.

## **Objectives of the study**

The objectives of the study are:

- To find out the relevance of practicing corporate governance in urban co-operative banks.
- To find out the major parameters of sound corporate governance practices the urban co-operative banks have to focus for high customers satisfaction.

## **Research methodology**

The researcher made an attempt to study and find out the areas of sound corporate governance practices so that the banks can create better environment to help the operating management to enhance stakeholders' value and gain high customer satisfaction. The study has been descriptive

and analytical in nature based on survey method. The primary data had been collected from the different types of customers (salaried and business men) in relation to various parameters adopted by the banks for the good corporate governance for the assessment of the level of customer satisfaction. Directors, managers and other bank officers were also interviewed to find out the extent of practice of corporate governance in the bank. A suitable questionnaire had designed and administered for collecting responses from the customers. A sample of 200 respondents, across 10 branches from Mumbai on a random basis has been selected for the purpose of the study. The primary data collected from the respondents of various urban co-operative banks were analyzed and conclusions were drawn by application of suitable statistical techniques with the help of SPSS.

### Relevance of Corporate governance in UCBS

Corporate governance covers a variety of aspects such as protection of shareholders' rights, enhancing the shareholders' value, issues concerning the composition and role of the Board of directors, deciding the disclosure requirements, prescribing the accounting systems, putting in place effective monitoring mechanism etc.

Urban co-operative banks being part of co-operative structure are organized group of people jointly managed and democratically controlled enterprise. Under the provisions of State Co-operative Societies Act, a co-operative society is defined as a body corporate having perpetual succession. It is therefore, corporate governance is very much applicable to UCBS also since they are considered as corporate entities. Corporate governance in banks including UCBS is mainly about how banks must set corporate objectives including generating economic returns for the owners, run day to day operations of the business, balance the interests of all the stakeholders with highest priority and emphasis on protecting the interest of depositors and align corporate activities and behaviours with the expectation that the bank will operate in a safe and sound manner and in compliance with applicable laws and regulations. The common thread in most of these cases would be managing and minimizing risks in financial intermediation which is the main function of the bank.

Table 1: Profile of Urban Co-operative Banks as at end March 2010

| (Amount in crores) |             |          |          |          |
|--------------------|-------------|----------|----------|----------|
| Category           | No. of UCBS | Deposits | Advances | Assets   |
| Scheduled          | 53          | 80 207   | 48 951   | 1 04 228 |
| Non-scheduled      | 1621        | 65 305   | 61 352   | 1 31 830 |
| Total              | 1674        | 1 45 512 | 1 10 303 | 2 36 058 |

Source: Reports on Trends and Progress of Banking in India, 2009-10, RBI.

The corporate governance is most relevant today for UCBs due to many factors like

- Lot of scams in UCBs have eroded the trust among customers and stake holders
- Intense competition from other public and private sector banks and foreign banks is constantly increasing.
- Risks are many fold in today's technology oriented and customer driven banking which are posing greater challenges to UCBs.
- Competitive edge of UCBs is on the decline due to open market banking in globalised atmosphere.
- Most UCBs are in critical transition for growth and diversification, and if they don't address the major problems properly and professionally, they may have to exit from the sector.

The above factors are not exhaustive but indicative, which are posing multiple challenges for their existence, survival growth and prosperity. Among many measures, adoption of Corporate Governance can enable the UCBs to bring success in its working.

### **Corporate Governance and Customer Satisfaction**

The customer choice and awareness have been increasing tremendously during this decade due to more open economy. As financial markets become increasingly competitive, it has become a challenging and tough job for bankers in retaining the existing customer base and winning the new customer. Urban co-operative banks find it very difficult to compete with public, private and foreign banks to get more customers and business, though they have shown remarkable performance since liberalization with innovative range of products, customer centric policies and use of computer and information technology. The competition in the banking sector has increased the expectations of the consumers who want various services at an affordable price. Competition, changing investment climate, technological revolution, changing investor preferences and emerging new business opportunity have forced banks to rethink and adopt new practices. Towards getting closure to the customer in the identified market segments with well defined characteristics, urban co-operative banks are adopting good corporate governance practices.

For the purpose of the study the researcher has made an attempt to form a hypothesis to test the level of customer satisfaction among customers. The chi square has been used for testing the hypothesis with the help of SPSS. The hypothesis has been formulated as follows: Corporate governance adopted by the Urban Cooperative Banks is effective and increases the level of customer satisfaction among customers.



Table 2: Practice of good corporate governance in UCBs

| Sl. No. | Parameters                       | High (%) | Medium (%) | Low (%) | Total |
|---------|----------------------------------|----------|------------|---------|-------|
| 1       | Corporate mission and goals      | 22       | 73         | 5       | 100   |
| 2       | Transparency                     | 18       | 76         | 6       | 100   |
| 3       | Effective Board of Directors     | 26       | 68         | 6       | 100   |
| 4       | Norms and guidelines             | 42       | 46         | 12      | 100   |
| 5       | Audit and vigilance              | 38       | 52         | 10      | 100   |
| 6       | Working of Special Committees    | 21       | 61         | 18      | 100   |
| 7       | Risk profile                     | 28       | 57         | 15      | 100   |
| 8       | Customer Relationship Management | 15       | 60         | 25      | 100   |
| 9       | Innovative products and services | 61       | 34         | 5       | 100   |
| 10      | Professionalism                  | 41       | 47         | 12      | 100   |

Source: Compiled from the questionnaire

It has been found that the urban co-operative banks practice very good corporate governance with respect to corporate mission and goals, transparency, effective board of directors and innovative products and services. In most of the parameters the respondents have shown more than either high or medium satisfaction. These banks need to pay more attention on areas like norms and guidelines, audit and vigilance, working of special committees, risk profile and professionalism in the bank. The opinion of the respondents suggests that urban co-operatives bank need to practice good corporate governance with respect to customer relationship management. This will help the bank to march forward with greater customer satisfaction and sustained growth.

Table 3: Chi-Square test

|                              | Value      | df | Asymp. Sig. (2-sided) |
|------------------------------|------------|----|-----------------------|
| Pearson Chi-Square           | 124.073(a) | 18 | .000                  |
| Likelihood Ratio             | 120.757    | 18 | .000                  |
| Linear-by-Linear Association | 2.314      | 1  | .128                  |
| N of Valid Cases             | 1000       |    |                       |

a 0 cells (.0%) have expected count less than 5. The minimum expected count is 11.10.

The null hypothesis has been formulated for testing the association between the parameters of corporate governance and customer satisfaction, which is as follows:

**H<sub>0</sub>** : There is no association between corporate governance and customer satisfaction in Urban Co-operative Banks.

Chi-square test has been used to test the null hypothesis. It is very clear from the above table that, the null hypothesis is rejected at 5 percent level of significance because the significance value (p-value) is less than 0.05 and therefore it is inferred that the hypothesis stands accepted.

### **Findings**

1. It is found that around 88 percent of customers are highly satisfied with the services provided by urban co-operative banks.
2. The urban co-operative banks practice very good corporate governance with respect to corporate mission and goals, transparency, effective board of directors and innovative products and services.
3. The management of the bank needs to pay more attention on areas like norms and guidelines, audit and vigilance, working of special committees, risk profile and professionalism in the bank.
4. The urban co-operative banks need to practice good corporate governance with respect to customer relationship management. This will help the bank to march forward with greater customer satisfaction and sustained growth.
5. In the present scenario UCBs shall also focus on corporate social responsibility as it has gained more importance considering the social issues and other problems plaguing the economy.
6. The business ethics, value system and code of conduct should be clearly defined and the banks shall take necessary initiative and steps for its proper implementation both at individual and institutional level.

### **Conclusions**

UCBs can prosper and flourish by adopting the prudent corporate governance practices evolved and developed in banking industry from time to time. Corporate Governance is different from day to day management of a bank, which is the basic responsibility of the operating management i.e. a team consisting of the Chief Executive & top management functionaries supported by the operating staff. Corporate governance on the other hand, is to create an environment to help the operating management to enhance the stakeholders' value. Co-operative credit movement in India has passed a glorious history of 100 years. The sector shall maintain and nourish the distinctive feature for "Co-operative Banking" in future too. UCBs have to play a very important role in the future banking scenario, not in a traditional way but in the way the regulators expect the sector to function, the way the market force and the clients desire the sector to function. The adoption of good corporate governance practices in all areas of functioning will go a long way in strengthening the fabric of the sector. Following suggestions may be helpful in strengthening corporate governance in UCB.

- There shall be clear assignment of responsibilities and decision making authority, incorporating a hierarchy of required approvals from individuals, committees and the Board of Directors.

- The banks need to establish a better mechanism for the interaction and cooperation among the Board of Directors, Managers and Auditors.
- Develop internal control systems, including internal and external audit functions, risk management functions independent of business lines and other checks and balances.
- There shall be special monitoring of risk exposure where conflicts of interests are likely to be particularly high.
- The banks shall follow well articulated strategy against which the success of the overall banking enterprise and contribution of the individuals could be measured.
- The banks need to introduce financial and managerial incentives to act in an appropriate manner for the senior management and the employees in the form of compensations, promotions and other recognitions.
- There shall be an appropriate flow of information internally and to the public.

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Technical Session III  
**Regulatory Framework of Business:  
Emerging Scenario**

**ABSTRACTS**

**Regulatory Framework of Business: A study of Foreign Institutional Investors (FIIs)**

A. KOTISHWAR AND MOHD AKBAR ALI KHAN\*

In this paper we examined the Growth and trends of FIIs and the regulatory frame work of Government for FIIs in India. The preset paper revealed that regulatory framework policies have had the desired expansionary effect and have either increased the mean level of FII inflows and/or the sensitivity of these flows to a change in BSE return and/or the inertia of these flows. As a result of encouraging regulatory frame work by Government of India, Foreign Institutional Investors have registered a remarkable growth in India.

**Competition Law and Intellectual Property Rights: Balance or Conflict?**

AMIT BANERJI\*\*

Intellectual property rights and competition policy are intimately related. In this paper, the interaction between intellectual property law and competition law and how the boundary between these two policies is drawn in practice have been analyzed. Recognizing that intellectual property rights and competition law can interact in many different ways, the presentation focuses on several key issues.

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## **A Regulatory Framework for New and Emerging Markets**

AMRIK SINGH SUDAN, ANU CHADHA, AMRIK SINGH SUDAN AND ANU CHADHA\*

In this paper we try to characterize a regulatory procedure for new networks and infrastructures leading to potentially new markets. Our approach incorporates insights into the theory of dynamic competition. Usually, the creation of a new market does not call for active regulation. An initial investment creates a new monopolistic market, the rents realized by the innovator attract imitators, and the resulting catch-up competition brings the market back to static efficiency.

## **Regulatory Framework for Infrastructure Development in India during the XIIth Five Year Plan**

ANUPAMA GAWDE\*\*

One of the major requirements for sustainable and inclusive economic growth is an extensive and efficient infrastructure network. It is critical for the effective functioning of the economy and industry. The key to global competitiveness of the Indian economy lies in building a high class infrastructure.

## **Regulatory Framework for Employees' Co-operative Credit Societies in Maharashtra**

ARUN H. GAIKWAD AND NANDINI M. DESHPANDE\*\*\*

The researcher has presented an analytical outline of the controlling structure that regulates the ECCS. There are various controlling bodies that regulate the employees co-operating credit societies. The researcher has analyzed the system of control with special reference to the financial aspects and working of the ECCS and the legal provisions of act applicable to the ECCS.

## **IRDA Compliance for Pension Annuity & Group Fund Investment Norms by Indian Life Insurance Companies**

B. CHARUMATHI AND K. NITHYA\*\*\*\*

This paper investigated whether the Indian life insurance companies have complied with the IRDA regulations relating to investment norms for pension & annuity fund and group excluding pension and annuity fund, besides analysing the investment metrics, namely, total investment, total investment income and Return on Investment (ROI).

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### **Role of SEBI in Regulation of Indian Capital Market - With Special Reference to Foreign Institutional Investors (FIIs)**

B.B LAL AND SANTOSH KUMAR YADAV\*

The flow of capital from FIIs has been enhancing continuously ever since 1992 till date and became an influencing factor to Indian stock market. Hence the role of SEBI to regulate the investment activities of such investors is of a prime importance today and therefore is a subject of study.

### **An Evaluative Framework of Ethical Problems for e-Government**

BHARAT MEGHE AND RAVINDRA GHARPURE\*\*

This paper assesses the assertion that there is a lack of well understood and developed rules and models for ethical behavior in e-Government. A framework is proposed to evaluate the extent to which types of moral wrongdoing are related specifically to the technologies used. It identifies four categories of ethical issues: those related to electronic environments; those dependent on electronic environments; those determined by electronic environments; and those specific to electronic environments.

### **PFRDA and Social Security Schemes: A Study of New Pension Scheme (NPS) in India**

BHARTENDU SINGH AND ELANGBAM NIXON SINGH\*\*\*

The present paper tries to study the role of PFRDA (Provident Fund Regulatory and Development Authority of India) in providing social security schemes in India. Basically, it is a study of NPS and its relationship with its investment in asset classes such as equity, government securities and credit risk-bearing fixed income instruments.

### **Regulatory Framework of Telecom Business in India**

BIKASH KUMAR MALVIYA\*\*\*\*

The Indian Telecommunications network is the third largest in the world and the second largest among the emerging economies of Asia. Today, it is the fastest growing market in the world. The telecommunication sector continued to register significant success during the year and has emerged as one of the key sectors responsible for India's resurgent economic growth.

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### **Corporate Governance- A Stronger Frame Work**

C. DHANAPAL AND G. GANESHAN\*

This research paper attempts to collate literature from various sources to present the Corporate Governance delivery system in India, role of Government, challenges ahead and present use of e-governance. It also focuses on the need to regulate corporates to reduce the chances of fraud financial statements and to create value to the stake holders.

### **Impact of Regulatory Framework on Business**

CHANDRA SHEKHAR RAVI AND NAVEEN KUMAR MISHRA (BIHAR)\*\*

Regulatory framework is necessary for the preparation of financial statements. Financial statements are used by investors, lenders and customers. Sex Discrimination Act 1975/97, Race Relations Act 1992, Equal Pay Act 1970, Disability Discrimination Acts 1995 & 2005, Ethical Issues etc. are the other important regulatory forces that impact a business.

### **Regulatory Framework and Air Transport**

CHITRA NATRAJAN\*\*\*

The air transport industry plays a major role in economic activity. The industry plays a decisive role in the work and leisure of hundreds of millions of people. The industry includes the suppliers and operators of aircraft, engine manufacturers, fuel suppliers, airports and air traffic control systems. A strong airlines system backed with a well-planned network of airports would be valuable in any national emergency.

### **Analytical Study of Regulatory Framework for Foreign Direct Investment with Special Reference to Indian Retail Sector**

DEEPALI MOGHE\*\*\*\*

Indian retail sector is one of the most sought after sectors that carry great potential for attracting FDI. The issue of opening of retail sector for FDI is most controversial and debated issue in recent times. An attempt is made in this paper to cover present regulatory framework for FDI in general and for retail sector, various entry options for FDI in retail as per the regulatory policies and its likely impact on Indian retailers.

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### **Analysis of Agriculture Marketing Reforms with Respect to Model Act, 2004**

G.M. DUMBRE\*

The present paper is an attempt to analyze the views of the farmers, traders and APMC officials on certain reforms in agricultural marketing with respect to the Model Act, 2004. On the basis of analysis of survey results, it is realized that there is no any amendment with respect to provision for prohibition of commission agents, establishment of Separate Agriculture Marketing Standard Bureau and Marketing Extension/Training Cell.

### **Application of (CRM) Customer Relationship Management in Business**

GANESH. B. AND K. SASIKUMAR\*\*

Customer relationship management is creating a team relationship among sales, marketing, and customer support activities within an organization. Another narrow, yet relevant, viewpoint is to consider CRM only as customer retention in which a variety of after marketing tactics is used for customer bonding or staying in touch after the sale is made. The core theme of all CRM and relationship marketing perspectives is its focus on co-operative and collaborative relationships between the firm and its customers, and/or other marketing actors.

### **Clause 40a Impact on Minimum 25% of Public Shareholding Regulation In India: An Empirical Analysis**

GUNTUR ANJANA RAJU AND GAURAV KAUTHANKAR\*\*\*

We have in this paper attempted to examine the amended Clause 40A of Listing Agreement before and after June 4<sup>th</sup> 2010. The empirical analysis also examined the impact on Indian companies in Capital market, provide an update in this note, regarding how the companies have responded about this guideline and what is the course of action being adopted?

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### **Emergence of India as a Serious Player in the Global Carbon Credits Markets**

GUNTUR ANJANA RAJU\*

In this paper we bring out, how global trade in Carbon Credits is growing rapidly. Despite complex and uncertain regulations, Indian companies, assisted by local and international law firms, have been fast to cash in on the opportunity. India has the highest number of clean development mechanism projects registered with the carbon market regulator and has a potential of 20 billion certified emission reductions by 2012.

### **Emerging Practices in Consumer Education in Indian Insurance Industry**

IMAMUL HAQUE, ASHRAF IMAM AND AZAM MALIK\*\*

This paper aims to summarize reviews of consumer protection and their basic knowledge about the financial sector. The objective of this paper is to contribute for the strengthening of financial consumer protection and ability to invest in proper investment alternatives in emerging markets. The article concludes with a discussion of practical issues that organizations need to consider before implementing consumer education programs.

### **Regulation of Indian Capital Market By SEBI–Unresolved Issues**

JASPAL SINGH AMRITSAR\*\*\*

The growth of the Indian economy and exposure to global pressures has resulted in increase in the complexity of business operations. The trade in capital market, too, has grown in volume and complexity. There is a need to bring eloquence in capital market through better implementation and execution of operations on the part of intermediaries and greater responsibility on the part of regulatory authority for improved compliance.

### **Analysing Efficiency of Commodity Markets in India**

K. NIRMALA\*\*\*\*

An analytical study was conducted to examine the efficiency check. Commodities considered are pepper (agricultural crop) and gold (Bullion). Pepper is seasonal in nature and gold which has continuous production provides information on any differences in analytics. The statistical test like Basis trend analysis, linear regression and its standard error of estimate, Co-integration test, vector error correction test and granger causality test is calculated for determining the efficiency of the future markets.

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## **Evolution of Mobile Banking In India**

KARIGOLESHWAR AND WAGHAMARE SHIVAJI\*

The present paper intends to narrate the evolution of mobile banking in India. It intends to focus on the regulatory frameworks governing mobile banking in India. In addition to this, the authors of the paper made sincere attempts to trace out the challenges surrounding the mobile banking.

## **Competition Law Policy in India**

KRISHNA KUMAR\*\*

Competition Act to Provide, Keeping in view of the economic Development of the country for the establishment of commission to prevent practices having adverse effect on Competition to promote and sustain competition in markets, to protect the interest of the consumers and to ensure freedom of trade. Carried on by other participants in markets in India, Section 3 & 4 which deal with Anti-Competitive Agreements and Abuse of Dominance have been notified. The competition Commission of India became fully operational only from May 2002 nine years after the competition Act was passed and two years after it was amended.

## **Regulatory Framework of Indian Banking Industry**

KULDEEP KUMAR ATTRI AND RAJEEV KUMAR\*\*\*

Indian Banking industry has witnessed rapid developments in the recent past, with the initiative of financial sector reforms in the wake of structural changes in the economy. The government tries to ensure that a better structure may be evolved through greater consolidation and regulating the ever expanding Indian banking industry.

## **Legal Frame Work for FDI in India**

KULWANT RANA\*\*\*\*

FDI has emerged as a major tool for international business. Major countries of the world are competing with each other to get a larger chunk of FDI for their respective countries. In the post reforms period, India has also taken various initiatives for attracting FDI. Nevertheless, in spite of all India has yet to emerge as a favorite destination for FDI.

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### **Empirical Analysis on Goods and Service Tax Law**

M.B. KHANDARE\*

The present paper is an attempt to analyze the views of the tax authorities with different cadres and tax consultants/professionals on the proposed GST law. After the analysis of survey data, it is realized that the GST is a simple, transparent and efficient law of indirect taxation. Moreover its introduction would definitely improve and rationalize the quality of our indirect taxation system and should also offer huge revenue potential to the central as well as the state governments.

### **Banking and Financial Sector Reforms in India–Emerging Issues**

M. P. SURI GANESH AND S. TARAKESWARA RAO\*\*

Across the developing countries, millions of people rely on informal economic activity and local level networks to earn their living. Most of these populations are from bottom of pyramid and they don't have access to basic financial services/banks as access to them is costly and very limited. In this context banking and financial sector reforms plays a vital role in any economy.

### **Regulatory Framework and the Indian Banking Industry- Key Issues of Concern**

MAMITHA J. S. AND G. SIMON THATTIL\*\*\*

The pace of banking is changing rapidly; competition is gearing to be tough with financial liberalisation under WTO. Banks in India will have to benchmark themselves against the best in the world. Indian banking sector needs to go beyond peripheral issues and acquire competitive strength to tackle the challenges which would enable Indian banking sector to become more strong, resilient and competent with global players in the world.

### **Advances in Theories and Empirical Studies on Portfolio Management**

MEGHA AGARWAL\*\*\*\*

With the ever improving ability to collect large data sets, stream information in real time and create large complex computations the techniques of portfolio selection are improving continuously. A better understanding of the markets and evolving economic models provide the base to add further to the Modern Portfolio Theory. The purpose of the study is to undertake a comparative analysis of the existing Portfolio Selection Models.

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### **Slum Rehabilitation Authority**

MEHUL CHHATBAR\*

This research paper is an attempt to understand the regulatory framework of converting slum areas into skyscrapers and transforming ugly areas into beautiful places of land dwelling by SLUM REHABILITATION AUTHORITY in Mumbai (Maharashtra). The study is also focusing on benefit derived by the people due to such projects.

### **Emergence of Corporate Governance in India and the Role of SEBI**

MOHAMMAD KHALIL AHMAD AND M.Z. FAROOQUI, CA PRADEEP NAGORI\*\*

Since liberalization serious efforts have been directed at overhauling the system with the SEBI instituting the Clause 49 of the Listing Agreements dealing with corporate governance. The paper touches different aspects of corporate governance and critically analyses the role played by SEBI.

### **Regulatory Framework in Indian Banking Sector – A Basel III Norms Approach**

N. SANTOSH RANGANATH, G. TULASI RAO AND B.R. AMBEDKAR UNIVERSITY\*\*\*

The proposed Basel III norms are going to have a significant impact on the Indian financial sector. This paper discusses some of the important proposed Basel III norms. The implementation of norms will be a challenge to regulate the Banking sector in India.

### **World Recession (With Special Reference to US Economy): Impact on Indian Capital Market**

NEETU PRAKASH GUPTA\*\*\*\*

The Indian companies found it hard to raise money from the primary market and most of the companies were unable to declare dividend due to the financial crunch. In fact, the slow down in the world economy and financial turmoil had led to liquidity crisis in Indian money and debt markets. The article highlights the various suggestions, if various regulatory bodies adopt them and equip themselves to meet growing challenges in the financial sector.

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### **India's Business Regulatory Framework After Globalisation**

P. GOVINDARAJU\*

This paper reviews the progress made by India's five leading states in improving the micro-level regulatory policies concerning entry, exit and operation to facilitate private sector led growth. There are interesting lessons that India can share across the states. The paper concludes that improving governance and streamlining complex regulations over business entry, exit and operations are institutional in nature and thus complex and time-consuming.

### **Awareness of Environmental Protection Laws and Benefit of Green Marketing Among the Customers of Automobile Industry**

P. N. HARIKUMAR AND EBBY JOSEPH IDICULA\*\*

The discipline of marketing is one of many that has had to come to terms with mounting environmental concern, first in the early 1970s, then in the late 1980s/early 1990s and more recently in the late 1990s. This paper aims at evaluating the awareness of environmental protection laws and benefits of green marketing among the customers of automobile industry.

### **A Regulatory Framework for New and Emerging Markets in Insurance Sector**

P.R. KOTHIWALE AND G.B. BAGDE\*\*\*

This report gives an overview of the Indian insurance market. It highlights the phenomenal growth experienced recently, in line with the country's improving economic fundamentals. The paper highlighted Insurance development and potential, Insurance penetration, Insurance density. The objectives of the paper are to explore the current state of development in India's insurance market and enumerate the opportunities and challenges offered by this exciting market.

### **Regulatory Framework for Emerging Telecom Environment**

PRASANNA P. AND SANTOSH KUMAR\*\*\*\*

All countries try to establish an independent regulator, as well as incorporate fundamental tenets into their telecommunications regulatory framework regarding interconnection, universal service, competitive safeguards, licensing criteria, allocation and use of scarce resources. The present paper deals on the telecom regulations and its evolution including all basic issues.

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### **Corporate Governance Norms in the Emerging Markets**

R.K. SINGH AND SUDHIR KUMAR SINHA\*

The study in this article has been conducted in the Indian context on the corporate governance norms and their application in the emerging markets situations. The objective of this paper is to compare and evaluate the influence of corporate governance practices on the performance in terms of the efficiency, effectiveness, profitability and management control.

### **Time Varying Market Inefficiency in Indian Market**

RAHUL ROY AND SHIJIN SANTHAKUMAR\*\*

The study undertakes tests for relative market inefficiency by estimating a time-varying autocorrelation of stock returns in Indian market. The analysis is based on notion of weak-form informational efficiency of Efficient Market Hypothesis. The result shows that the estimated auto-regressive coefficients vary through time, and simultaneously we find evidence for time-varying market inefficiency in Indian stock market.

### **Regulatory Reforms in Service Sector with Special Reference to Insurance in India**

RAJESH M. CHANDAK\*\*\*

In 1991, with the introduction of policy of liberalization and privatization by Government of India, opened the gates for foreign companies to enter Indian Market. In 1999, a new legislation came into effect signaling a change in the insurance industry structure. The privatization with foreign participation opened new dimensions for private insurance sector in India. To control and monitor this IRDA, 1999 was enacted.

### **Regulatory Framework: Role of SEBI**

RAJESHWARY G.\*\*\*\*

In the 1990s, reform measures initiated by the SEBI such as, market determined allocation of resources, rolling settlement, sophisticated risk management and derivatives trading have greatly improved the framework and efficiency of trading and settlement. Technology has played an important role in changing the market practices in India.

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### **Determinants of Profitability of Indian and Foreign Firms Under the Current Regulatory Framework: A Comparison**

RAJU DEEPA AND RAMACHANDAN AZHAGAIAH\*

This study has been carried out with particular reference to food industry in India. 157 firms belonging to food industry are analysed and the result shows that the type of firms does not influence its profitability. The business environment in India gives equal opportunity for both the Indian and foreign firms. However the foreign firms in India are found to have less stable market share when compared to their Indian counterparts.

### **Emerging Legal Issues and Trends in E-Business: A Non Doctrinal Holistic Approach**

RAKESH KAPOOR\*\*

Twenty first century in its first decade is experiencing unprecedented changes in every walk of life. Convergence of disciplines, has created and evolved new fields of knowledge. Information communication technology is also adding fuel to it. A transformed world with a new face is welcoming us in every morning.

### **Contingencies and Events Occurring After the Balance Sheet Date - Legal Provisions, Accounting Standard and Practices In India**

RAVEESH KRISHNANKUTTY, BHUSHAN CHANDRA DAS AND K.S. CHAKRABORTY\*\*\*

The present paper discusses in the light of Indian Accounting Standard, legal provisions and disclosure practices observed in the annual reports of companies in India. To examine the disclosure practices in the annual reports of companies, Annual Reports of 500 selected Indian companies are considered for the accounting years 2004-05 to 2008-09 consecutively for five years.

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### **Futuristic IT approach to Regulatory Framework for Inner Line Pass (ILP) of Arunachal Pradesh**

S. CHOUDHURY AND P. DAS\*

Arunachal Pradesh is the only State with long international boundary of 1628 km. (approximately) with Tibet, Bhutan, China and Myanmar. So on the basis of its sensitive location, it deserves a special attention. Government of Arunachal Pradesh has special Inner Line Pass (ILP) for all the outsiders who would like to visit Arunachal Pradesh including the citizens of India. ILP makes the tourist and traders inconvenient to enter the states. An early morning verification of ILP at the check posts harasses the passengers. This paper discusses alternative approach through the synergy of ILP with central government's UID/Aadhar in order to cope with the present day complexity.

### **Infrastructure Regulatory Framework in India – An Assessment**

S. TARAKESWARA RAO AND M.P. SURI GANESH\*\*

The functioning of the reformed Indian regulatory structure is examined in the context of the basic principles of regulation, the special regulatory requirements of capital markets, and the features of Indian markets. The aim of the regulatory structure is to achieve international best practices, and encourage market integrity through clear and self-enforcing rules of the game while encouraging the game itself.

### **Role of Micro Finance in Developing Weaker Sections**

SANDIP K. BHATT, GAURANG C. BAROT AND VIRAL PATEL\*\*\*

Microfinance focuses on very poor families to help them engage in productive activities or grow their tiny businesses. Microfinance has come to include new range of services e.g. micro credit, savings, insurance etc..In this paper, it is concluded that poor people require a variety of financial products through different microfinance schemes.

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### **Business Process Outsourcing: An Emerging Scenario for IT-Enabled Services**

SANJEEV BHATNAGAR\*

The trend of outsourcing is likely to continue to grow in the future despite temporary political protests because of the robust arguments outsourcing finds for itself in the economics literature, both in terms of transaction and production cost advantages. In any case, the Indian BPO firms have to consistently prove their capabilities to deliver and create near indispensable situation for the parent to survive without them. This will not only involve growing technical and domain expertise, but also refinement in systems and practices, while keeping costs under control.

### **Consolidated FDI Policy 2011: Diagnosis and Implications**

SARITA JAIN AND NITI SAXENA\*\*

The present paper seeks to appraise the major revised policy initiatives (FDI policy 2011, circular 2) taken by the government to encourage FDI inflows into the economy and its impact on the domestic participants. The revised consolidated FDI policy appears to be investor friendly with liberal norms and regulations directed towards attracting more capital inflow into the country thus strengthening the orbit of the Indian economy in the current global economic scenario.

### **Portfolio Selection Theories: Review, Synthesis and Critique**

SAURABH AGARWAL AND MADHU VIJ\*\*\*

The paper reviews the growing academic richness in the field of Portfolio Selection. The paper has highlighted the emerging research problems, development of newer research tools and techniques, data and methodology and changing paradigms of multi-disciplinary approach to finding solutions to the problems of portfolio choice.

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## **Regulatory Framework for Mutual Fund Business in India – Changing Facets and Their Impact**

SHIVASHANKAR S. AND WAGHAMARE SHIVAJI\*

The present paper intends to encapsulate major changes in the regulations governing the mutual fund business in India. Further, it aims to make sincere evaluation of the impact of changing regulations on mutual fund business in India. In the final analysis it is found that SEBI is acting like a chameleon by incorporating suitable changes in the regulatory framework from time to time depending upon the changes that are occurring in global and local environment.

## **Returns and Risk of the Public and Private Sector Mutual Funds**

TI. M. SWAAMINATHAN (KANCHEEPURAM)\*\*

The performance evaluation of mutual funds has been a widely discussed and researched issue in the area of finance. Harry Markowitz was the pioneer to stress the importance of portfolio, its construction and evaluation. Sharpe, Treynor, Jensen and Fama who developed and perfected the methods and measures, were all his followers. Risk and return aspect certainly plays unique role in evaluating the performance of the schemes.

## **Relavance and Significance of Micro Insurance in the New Economic Scenorio of India**

VISHNU S. AND RESEARCH SCHOLAR\*\*\*

There is an overwhelming demand for social protection among the poor. Micro insurance in conjunction with micro savings and micro credit could, therefore, go a long way in keeping this segment away from the poverty trap and would truly be an integral component of financial inclusion.

## **Business Regulatory Framework-An Emerging Scenario in Indian Telecom Sector**

YOGESH L. PATINGE\*\*\*\*

“If past trend were any guide, it would be reasonable to hope that by 2020 India would complete transition into digital switching and transmission, VoIP, broadband and 3G. Though there would be always a small niche market in India, which would catch up with the cutting age of the technology, consolidation and expansion of evolving technologies across the length and the breadth of the country will follow with a lag. Future vision of telecom is a vision of IT.”

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Technical Session IV  
**MGNREGA: Issues & Challenges**

*Chairperson*

Prof. Jayant K. Parida  
Head & Dean  
Faculty of Commerce  
Utkal University  
Bhubaneshwar (Orissa)

*Co-Chairperson*

Dr. (Ms) Renu Jatana  
Professor  
Deptt. of Banking & Business Economics  
M.L. Sukhadia University Udaipur (Raj.)

## **MGNREGA: A Critical Assessment of Issues and Challenges**

AJAY KUMAR SINGH, NITI SURY AND SAMEER LAMA

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Underlining the critical role played by the MGNREGA, this paper exemplifies the issues, challenges and significance of MGNREGA particularly in the context of rural India. Further it makes a comparative analysis between the select fifteen states of the Indian Union and provides the framework for policy recommendation for the poor performing states with regard to various parameters. A rampant corruption found in many states has been highlighted even among the well performing states manifesting the potent flagship programme to be deceptive and skeptic about its functioning. Finally it also provides the necessary recommendations/suggestions which need to be debated and implied upon for the proper and efficient functioning of the Act.

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### **Introduction**

The National Rural Employment Guarantee Scheme, besides, the main features also involves participatory planning and implementation of the scheme through (i) proactive role of Gram Sabha, (ii) rigorous & continuous monitoring by way of social audit, and (iii) involvement of ordinary people at the grass-roots level. It addresses (i) chronic poverty, (ii) drought, (iii) deforestation, (iv) soil erosion, etc. It also aims at (i) generating productive assets, (ii) protecting the environment, (iii) empowering rural women, (iv) restricting rural-urban migration.

### **Objectives**

1. To evaluate the present performance of the states selected for study.
2. To examine if the performance of states in terms of the proportion of Household's getting employment vary considerably.
3. To analyze the trends in participation of various underprivileged sections under the NREG Scheme.
4. To find out a relationship between the performance of a state and the participation of underprivileged sections (i.e. SC's, ST's, and Women).

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5. To identify various issues and challenges in the implementation of the scheme.
6. To provide policy recommendations in the light of parameters identified for this study.

### **Limitation of the Study**

Comparison among the districts or blocks has not been done which probably might have provided the in-depth understanding of the various issues and challenges of the Act.

### **Review of Literature**

Shah (2007) points out that it is imperative to guarantee at least 180 days of work per worker in India's most backward districts than extending NREGA to all districts in India. The work of his organization Samaj Pragati Sahiyog (SPS) has shown that farmer-driven, location-specific watershed development combined with bio-diverse agriculture, other nature-based livelihoods and micro-finance, can dramatically raise rural incomes, providing an enduring panacea to the suicide-ridden drylands. But without the firm foundation of water security none of these livelihood options can even be contemplated and hence points out the MGNREGA the best option to move in this direction. Jacob (2008) highlights that it should become a priority to implement NREGA as efficiently as possible because there are enormous secondary benefits from the Act which could really have a positive impact on economic development. Johnson (2009) in his study report, "Government Payments through smart cards in Andhra Pradesh", reveals that the FINO (Indian Technology Company) scheme to disburse NREGA wages & SSP schemes via a single smartcard in Andhra Pradesh represents an unprecedented experiment in India for large scale delivery of public services via smartcard.

### **Research Methodology**

**Sample design:** Fifteen states have been selected for the purpose of analysis. The states have been selected on the basis of the proportion of population that has been provided employment under the MGNREGA scheme. More specifically, the ratio of households provided employment to the total population has been chosen first as the parameter for deciding the best performing states, average performing states and worst performing states and then the total volume of asset creation during the last financial year has been considered in order to arrive at the five best, average and poor performing states. The best performing states include Tripura, Manipur, Mizoram, Nagaland and Andhra Pradesh. The average performing states include Sikkim, Chhatisgarh, Meghalaya, Himachal Pradesh and Tamil Nadu. The poor performing states include Madhya Pradesh, Arunachal Pradesh, Assam, Rajasthan and Jharkhand.

**Data sources:** The data used is secondary in nature. The statistics has been derived mainly from the official website of MGNREGA ([www.nrega.nic.in](http://www.nrega.nic.in)). Additional data which forms an integral part of this study has been collected from the e-journals/e-books from the e-library system of Delhi University.

The two independent variables in a two-way ANOVA are called factors. In our study, these two factors are the *performance of the state* (as defined by the proportion of population that has been provided employment under the MGNREGA scheme) and the *participation rate of the underprivileged section*. Each factor will have two or more levels within it, and the degrees of freedom for each factor is one less than the number of levels.

**Two-Way ANOVA without Replication:** We have first done two-way ANOVA without replication. This version of the ANOVA is used when there is only one observation in each block. Each treatment is represented once only in each block and the treatments are allocated to positions in a random manner. This design is known as a randomized block design or a randomized complete block design. For this tool we assume that there is only a single observation for each pair. In our case, this means that we are accounting for individual differences among the states. There are 15 states and three categories of participation rates making 45 treatment groups with one observation for each group.

### Hypotheses

When there is only a single observation for each combination of the nominal variables, there are only two null hypotheses.

1. The population means of the first factor are equal. This is like the one-way ANOVA for the row factor.
2. The population means of the second factor are equal. This is like the one-way ANOVA for the column factor.

**Two-Way ANOVA with Replication:** In two-way ANOVA without replication, we cannot test the null hypothesis of no interaction. In other words, we cannot test for the existence of a relationship between the two factors. Therefore, we apply two-way ANOVA with replication after the above exercise. We do two-way ANOVA with replication to analyze if there are any significant differences amongst the three categories of states and whether there is a relationship between them and the participation rates of various underprivileged sections.

### Hypotheses

There are three sets of hypotheses with the two-way ANOVA. The null hypotheses for each of the sets are given below.

1. The population means of the first factor are equal. This is like the one-way ANOVA for the row factor.
2. The population means of the second factor are equal. This is like the one-way ANOVA for the column factor.
3. There is no interaction between the two factors. This is similar to performing a test for independence with contingency tables.

**Treatment Groups:** Treatment Groups are formed by making all possible combinations of the two factors. For example, if the first factor has 3 levels and the second factor has 2 levels, then there will be  $3 \times 2 = 6$  different treatment groups.

In our study, there are 3 levels in the performance of states and 3 levels in the participation of underprivileged sections. Hence we have 9 treatment groups. There are  $3-1=2$  degrees of freedom for the performance of states and  $3-1=2$  degrees of freedom for the participation of underprivileged sections. There are  $2*2=4$  degrees of freedom for the interaction between the performance of states and the participation of underprivileged sections.

Table 1: Performing states

|                           | SC<br>participation | ST<br>participation | Women<br>participation |
|---------------------------|---------------------|---------------------|------------------------|
| Best performing states    | 44.85               | 329.95              | 199.62                 |
| Average performing states | 117.28              | 181.29              | 270.07                 |
| Poor performing states    | 69.3                | 226.33              | 205.96                 |

**Main Effect:** The main effect involves the independent variables one at a time. The interaction is ignored for this part. Just the rows or just the columns are used, not mixed. This is the part which is similar to the one-way analysis of variance. Each of the variances calculated to analyze the main effects are like the between variances.

**Interaction Effect:** The interaction effect is the effect that one factor has on the other factor. The degree of freedom here is the product of the two degrees of freedom for each factor. As mentioned above, for our study, the degrees of freedom are 4 for the interaction effect.

**Within Variation:** Within variation is the sum of squares within each treatment group. As mentioned above, the total number of treatment groups is the product of the number of levels for each factor. The within variance is the within variation divided by its degrees of freedom. The within group is also called the error.

**F-Tests:** There is an F-test for each of the hypotheses, and the F-test is the mean square for each main effect and the interaction effect divided by the within variance. The numerator degrees of freedom come from each effect, and the denominator degrees of freedom is the degrees of freedom for the within variance in each case.

## Analysis

### ANOVA: Two-Factor Without Replication

The results of two-factor ANOVA without replication are given in Table 2.

Table 2: ANOVA: Two-factor without replication

| <i>Summary</i>    | <i>Count</i> | <i>Sum</i> | <i>Average</i> | <i>Variance</i> |
|-------------------|--------------|------------|----------------|-----------------|
| Tripura           | 3            | 99.95      | 33.31667       | 183.1033        |
| Manipur           | 3            | 108.29     | 36.09667       | 1158.831        |
| Mizoram           | 3            | 133.77     | 44.59          | 2577.233        |
| Nagaland          | 3            | 135.02     | 45.00667       | 2574.8          |
| Andhra Pradesh    | 3            | 97.39      | 32.46333       | 470.6006        |
| Sikkim            | 3            | 98.61      | 32.87          | 336.9427        |
| Chhattisgarh      | 3            | 99.71      | 33.23667       | 298.0569        |
| Meghalaya         | 3            | 138.81     | 46.27          | 2219.256        |
| Himachal Pradesh  | 3            | 89.02      | 29.67333       | 407.5374        |
| Tamil Nadu        | 3            | 142.49     | 47.49667       | 1694.274        |
| Madhya Pradesh    | 3            | 107.19     | 35.73          | 201.6997        |
| Arunachal Pradesh | 3            | 123.53     | 41.17667       | 2082.606        |
| Assam             | 3            | 64.76      | 21.58667       | 84.35763        |
| Rajasthan         | 3            | 117.12     | 39.04          | 645.0996        |
| Jharkhand         | 3            | 88.99      | 29.66333       | 215.9304        |
| sc_part           | 15           | 231.43     | 15.42867       | 244.6183        |
| st_part           | 15           | 737.57     | 49.17133       | 1132.432        |
| w_part            | 15           | 675.65     | 45.04333       | 221.8927        |

## ANOVA

| <i>Source of Variation</i> | <i>SS</i> | <i>df</i> | <i>MS</i> | <i>F</i> | <i>P-value</i> | <i>F crit</i> |
|----------------------------|-----------|-----------|-----------|----------|----------------|---------------|
| Rows                       | 2247.722  | 14        | 160.5516  | 0.223238 | 0.997557       | 2.063541      |
| Columns                    | 10163.18  | 2         | 5081.591  | 7.065659 | 0.003279       | 3.340386      |
| Error                      | 20137.48  | 28        | 719.1956  |          |                |               |
| Total                      | 32548.38  | 44        |           |          |                |               |

- (i) The F-value for the 'Sample' is insignificant indicating thereby that population means do not vary significantly for this factor. In other words, there is no difference in population means across the 15 states.
- (ii) The F-value for the 'Columns' is significant which implies a significant difference for the categories in the columns. This indicates that there is a significant difference in the participation of SC, ST and women in the MGNREGA scheme.
- (iii) If we look at the descriptive statistics obtained, SC participation as a whole is quite low (around 15%) in the scheme as compared to ST participation (around 49%) and women participation (around 45%).



Table 3: ANOVA: Two-factor with replication

|                        | sc_part  | st_part  | w_part   | Total    |          |          |
|------------------------|----------|----------|----------|----------|----------|----------|
| <b>Best Performing</b> |          |          |          |          |          |          |
| Count                  | 5        | 5        | 5        | 15       |          |          |
| Sum                    | 44.85    | 329.95   | 199.62   | 574.42   |          |          |
| Average                | 8.97     | 65.99    | 39.924   | 38.29467 |          |          |
| Variance               | 129.5042 | 1332.294 | 94.68158 | 1026.717 |          |          |
| <b>Avg. Performing</b> |          |          |          |          |          |          |
| Count                  | 5        | 5        | 5        | 15       |          |          |
| Sum                    | 117.28   | 181.29   | 270.07   | 568.64   |          |          |
| Average                | 23.456   | 36.258   | 54.014   | 37.90933 |          |          |
| Variance               | 499.5929 | 1338.748 | 258.6188 | 767.3406 |          |          |
| <b>Poor Performing</b> |          |          |          |          |          |          |
| Count                  | 5        | 5        | 5        | 15       |          |          |
| Sum                    | 69.3     | 226.33   | 205.96   | 501.59   |          |          |
| Average                | 13.86    | 45.266   | 41.192   | 33.43933 |          |          |
| Variance               | 91.30055 | 711.3772 | 271.4325 | 515.2187 |          |          |
| <b>Total</b>           |          |          |          |          |          |          |
| Count                  | 15       | 15       | 15       |          |          |          |
| Sum                    | 231.43   | 737.57   | 675.65   |          |          |          |
| Average                | 15.42867 | 49.17133 | 45.04333 |          |          |          |
| Variance               | 244.6183 | 1132.432 | 221.8927 |          |          |          |
| <b>ANOVA</b>           |          |          |          |          |          |          |
| Source of Variation    | SS       | df       | MS       | F        | P-value  | F crit   |
| Sample                 | 218.5182 | 2        | 109.2591 | 0.208    | 0.813176 | 3.259446 |
| Columns                | 10163.18 | 2        | 5081.591 | 9.674    | 0.000434 | 3.259446 |
| Interaction            | 3256.48  | 4        | 814.1201 | 1.549869 | 0.208708 | 2.633532 |
| Within                 | 18910.2  | 36       | 525.2833 |          |          |          |
| Total                  | 32548.38 | 44       |          |          |          |          |

- (i) The F-value for the Sample is insignificant indicating that there is no significant difference when we are only considering the best performers, average performers and worst performers. So, by themselves, the three groups have no significant difference.
- (ii) The F-value for the Columns is significant which implies a significant difference for the categories in the columns. This indicates that there is a significant difference in the participation of SC, ST and women in the MGNREGA scheme.

- (iii) The F-value for the Interaction is insignificant which implies that there is no significant difference when considering the types of states and its relationship with SC, ST and women participation. Therefore, the performance of the state in terms of proportion of population that has been provided employment under the MGNREGA scheme has no relationship with the participation of the underprivileged sections.

### **Overall Performance**

Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) the potent flagship programme of the UPA Government undoubtedly has contributed vehemently to the emancipation of women and rural poor in the last five years. Even though, the government was worst hit by the different scams and scandals in the recent past, the flow of funds for the developmental projects has been never been a constrain though a major constrain has on the part of the receiver at the grass-root. Basically, in the Indian context, underdevelopment or backwardness can be primarily understood in terms of the developmental paradigm followed by successive governments and their inability to accomplish the successive targets. Socio-economic deprivations, regional imbalances and exclusion of all the developmental projects in many States have resulted in the growth of the Naxalism in the backward areas of the country. There is indeed a plethora of problems being faced by the country at present both in urban and rural areas. Starvation deaths, rural-distress, malnutrition mainly because of unemployment is found in abundant mostly in all the states. Underpinning this vicious circle of problems, the MGNREGA has been exemplary in providing the much needed assistance to the rural people living below the margin of subsistence. Mainly, it has been successful in reaching out the most vulnerable section of the society by providing them atleast 100 days of employment at the rural areas. Over 24,700 Crore was funded and 10.86 Crore job card was issued in the Financial Year, 2009-10 which has increased manifold in the current year (Table 4).

Table 4: Performance of the Mahatma Gandhi NREGA (National Overview)

|  | (FY 2006-07)<br>200 Districts | (FY 2007-08)<br>330 Districts | (FY 2008-09)<br>615 Districts | (FY 2009-10)<br>619 Districts<br>(upto Dec, 09) |
|--|-------------------------------|-------------------------------|-------------------------------|---|
| Total Job Card issued  | 3.78 Crore                    | 6.48 Crore                    | 10.01 Crore                   | 10.86 Crore                                     |
| Employment provided to HH's  | 2.10 Crore                    | 3.39 Crore                    | 4.51 Crore                    | 4.27 Crore                                      |
| Total:   | 90.5                          | 143.59                        | 216.32                        | 200.07  |
| SCs:   | 22.95 [25%]                   | 39.36 [27%]                   | 63.36 [29%]                   | 59.48 [30%]                                     |
| STs:   | 32.98 [36%]                   | 42.07[29%]                    | 55.02 [25%]                   | 44.16 [22%]                                     |
| Women:   | 36.40 [40%]                   | 61.15 [43%]                   | 103.57 [48%]                  | 99.85 [50%]                                     |
| Others:  | 34.56 [38%]                   | 62.16 [43%]                   | 97.95 [45%]                   | 96.44 [48%]                                     |
| Persondays per HH  | 43 days                       | 42 days                       | 48 days                       | 47 days   |
| Budget Outlay: (In Rs. Crore)  | 11300                         | 12000                         | 30000                         | 39100   |
| Central Release: (In Rs. Crore)  | 8640.85                       | 12610.39                      | 29939.60 *                    | 24714.19  |
| Total available fund [including<br>OB]: In Rs. Crore                                     | 12073.55                      | 19305.81                      | 37397.06                      | 38558.15  |
| Expenditure (In Rs. Crore.)  | 8823.35                       | 15856.89                      | 27250.1                       | 25697.36  |
| [%Age against available funds]   | [73%]                         | [82%]                         | [73%]                         | [67%]   |
| Expenditure on Wages<br>(In Rs. Crore.)  | 5842.37<br>[66%]              | 10738.47<br>[68%]             | 18200.03<br>[67%]             | 17832.62<br>[69%]                               |
| Average Wage paid/persondays   | 65                            | 75                            | 84                            | 89  |
| Total works taken up:(In Lakhs)  | 8.35                          | 17.88                         | 27.75                         | 33.84   |
| Works completed:   | 3.87                          | 8.22                          | 12.14                         | 13.11   |
| Works break up:  |                               |                               |                               |   |
| Water conservation:  | 4.51 [54%]                    | 8.73 [49 %]                   | 12.79 [46%]                   | 17.41 [41%]                                     |
| Provision of Irrigation facility to<br>land owned by SC/ST/BPL and<br>IAY beneficiaries: | 0.81 [10%]                    | 2.63 [15%]                    | 5.67 [20%]                    | 5.68 [17%]                                      |
| Rural Connectivity:  | 1.80 [21%]                    | 3.08 [17%]                    | 5.03 [18%]                    | 5.43 [16%]                                      |
| Land Development:  | 0.89 [11%]                    | 2.88 [16%]                    | 3.98 [ 15%]                   | 4.63 [ 14%]                                     |
| Any other activity:  | 0.34 [4%]                     | 0.56 [3%]                     | 0.28 [1%]                     | 0.68 [2.03%]                                    |

\* Remaining Rs.60.59 Crore spent on minor heads in FY: 2008-09

Source: Report to the People 2nd Feb. 2006 - 2nd Feb. 2010; Mahatma Gandhi National Rural Employment Guarantee Act 2005.

Table 5: Comparative Analysis  
 MGNREGA Outcomes' (Physical: Employment) (2010-11).

| Sl. No. | States            | No. of households who have demanded employment | No. of households provided employment | Total   | SCs     | % Age SC participation | STs    | % Age of ST participation | Women   | % Age of Women participation | Others  | Avg. person days per Household | No. of Households Availed 100 days of Employment |
|---------|-------------------|--|---------------------------------------|---------|---------|------------------------|--------|---------------------------|---------|------------------------------|---------|--------------------------------|--|
| 1       | Tripura           | 557413   | 557055                                | 374.51  | 67.22   | 17.95                  | 162.71 | 43.45                     | 144.37  | 38.55                        | 144.58  | 67.23                          | 81442  |
| 2       | Manipur           | 437228   | 433856                                | 295.61  | 7.63    | 2.58                   | 208.81 | 70.64                     | 103.66  | 35.07                        | 79.17   | 68.14                          | 109339   |
| 3       | Mizoram           | 170894   | 170894                                | 166     | 0.01    | 0                      | 165.73 | 99.84                     | 56.33   | 33.93                        | 0.27    | 97.13                          | 131970   |
| 4       | Nagaland          | 350815   | 350815                                | 334.34  | 0       | 0                      | 334.34 | 100                       | 117.08  | 35.02                        | 0       | 95.3                           | 190261   |
| 5       | Andhra Pradesh    | 6200423  | 6200423                               | 3351.61 | 815.03  | 24.32                  | 537.08 | 16.02                     | 1912.09 | 57.05                        | 1999.5  | 54.05                          | 964713   |
| 6       | Sikkim            | 56401  | 56401                                 | 48.14   | 5.8     | 12.04                  | 19.2   | 39.89                     | 22.47   | 46.68                        | 23.14   | 85.35                          | 25695  |
| 7       | Chhattisgarh      | 2485581  | 2485581                               | 1110.35 | 161.76  | 14.57                  | 405.43 | 36.51                     | 539.96  | 48.63                        | 543.17  | 44.67                          | 184497   |
| 8       | Meghalaya         | 357523   | 346149                                | 199.81  | 0.75    | 0.38                   | 188.84 | 94.51                     | 87.76   | 43.92                        | 10.21   | 57.72                          | 19576  |
| 9       | Himachal Pradesh  | 447064   | 444247                                | 219.46  | 71.51   | 32.58                  | 17.97  | 8.19                      | 105.89  | 48.25                        | 129.98  | 49.4                           | 22052  |
| 10      | Tamil Nadu        | 4969140  | 4969140                               | 2685.93 | 1550.07 | 57.71                  | 58.7   | 2.19                      | 2218.41 | 82.59                        | 1077.16 | 54.05                          | 1102070  |
| 11      | Madhya Pradesh    | 4445781  | 4407643                               | 2198.19 | 425.19  | 19.34                  | 955.03 | 43.45                     | 976.02  | 44.4                         | 817.96  | 49.87                          | 467119   |
| 12      | Arunachal Pradesh | 151574   | 134527                                | 31.12   | 0.01    | 0.03                   | 28.09  | 90.26                     | 10.35   | 33.24                        | 3.02    | 23.13                          | 602  |
| 13      | Assam             | 1807788  | 1798372                               | 470.54  | 51.73   | 10.99                  | 128.26 | 27.26                     | 124.73  | 26.51                        | 290.55  | 26.16                          | 45490  |
| 14      | Rajasthan         | 6156667  | 5859667                               | 3026.21 | 771.56  | 25.5                   | 704.6  | 23.28                     | 2068.14 | 68.34                        | 1550.06 | 51.64                          | 495830   |
| 15      | Jharkhand         | 1989083  | 1987360                               | 830.9   | 111.71  | 13.44                  | 349.65 | 42.08                     | 278.09  | 33.47                        | 369.54  | 41.81                          | 131149   |

The most important fact which both the above table depicts is the change in the average person-days per Household. From a mere 43 days in the FY 2006-07, it increased to 47 days in the FY 2009-2010. In our analysis, we found that for the FY 2010-11, the average person-days per Household for the first five best performing states was 76.37 days followed by 58.24 days for the average performing states. Moreover, for poor performing states the average person-days per Household was very low with an average of 38.5 days. We also found that there was a huge variation in the participation rate of SC's, ST's and Women under the best, average and poor performing states. For the best performing states, it was found that the average participation of SC's was a mere 8.9% and for the poor performing states it was 13.8%. Similarly, women's participation is highest in the average performing states with 54.01% and lowest in the best performing states with just 39.9% (Table 5).

Table 6: MGNREGA outcomes (physical assets) (2010-11).

| Sl. | Rural Connectivity |           | Flood Control and Protection |           | Water Conservation and Water |           | Drought Proofing |           | Micro Irrigation Works |           | Land Development |           | Works Takenup | Works Completed | of Works Completed |       |
|-----|--------------------|-----------|------------------------------|-----------|------------------------------|-----------|------------------|-----------|------------------------|-----------|------------------|-----------|---------------|-----------------|--------------------|-------|
|     | Taken up           | Completed | Taken up                     | Completed | Taken up                     | Completed | Taken up         | Completed | Taken up               | Completed | Taken up         | Completed |               |                 |                    |       |
| 1   | Tripura            | 18244     | 16454                        | 776       | 722                          | 13507     | 12293            | 6247      | 5546                   | 6259      | 5955             | 16622     | 15609         | 71922           | 65433              | 90.98 |
| 2   | Manipur            | 2850      | 2416                         | 1080      | 1042                         | 914       | 852              | 1288      | 1091                   | 665       | 582              | 1286      | 1216          | 8812            | 7897               | 89.62 |
| 3   | Mizoram            | 2027      | 1524                         | 128       | 128                          | 322       | 311              | 582       | 582                    | 19        | 18               | 439       | 415           | 3812            | 3253               | 85.34 |
| 4   | Nagaland           | 2407      | 1478                         | 745       | 671                          | 1643      | 1546             | 722       | 594                    | 710       | 639              | 3928      | 3682          | 10531           | 8937               | 84.86 |
| 5   | Andhra Pradesh     | 94780     | 61818                        | 5412      | 5030                         | 485670    | 312006           | 30940     | 16492                  | 164055    | 132659           | 168566    | 154781        | 1286311         | 864989             | 67.25 |
| 6   | Sikkim             | 454       | 260                          | 273       | 181                          | 431       | 360              | 578       | 415                    | 244       | 100              | 305       | 199           | 2314            | 1534               | 66.29 |
| 7   | Chhattisgarh       | 26722     | 12871                        | 1061      | 572                          | 10225     | 5945             | 6564      | 3852                   | 2796      | 1048             | 27950     | 14880         | 156226          | 89287              | 57.15 |
| 8   | Meghalaya          | 7244      | 3975                         | 624       | 330                          | 2182      | 1288             | 1148      | 511                    | 583       | 340              | 846       | 459           | 14035           | 7755               | 55.25 |
| 9   | Himachal Pradesh   | 22169     | 10660                        | 8228      | 4790                         | 9349      | 5285             | 1171      | 661                    | 6000      | 3240             | 5980      | 3675          | 62253           | 33975              | 54.58 |
| 10  | Tamil Nadu         | 18536     | 8001                         | 741       | 445                          | 7424      | 4272             | 1         | 0                      | 8015      | 3955             | 40        | 9             | 69515           | 31391              | 45.16 |
| 11  | Madhya Pradesh     | 81991     | 29139                        | 5864      | 1633                         | 79793     | 24686            | 121275    | 33349                  | 12440     | 6677             | 134244    | 62004         | 686703          | 291035             | 42.38 |
| 12  | Arunachal Pradesh  | 881       | 431                          | 365       | 140                          | 189       | 48               | 236       | 26                     | 430       | 157              | 271       | 96            | 2454            | 926                | 37.73 |
| 13  | Assam              | 16183     | 4872                         | 2623      | 774                          | 1985      | 531              | 3799      | 2540                   | 1145      | 282              | 3642      | 1246          | 31136           | 10650              | 34.2  |
| 14  | Rajasthan          | 44134     | 10203                        | 2209      | 558                          | 31041     | 7802             | 12291     | 3114                   | 8838      | 2485             | 12535     | 2235          | 199119          | 52262              | 26.25 |
| 15  | Jharkhand          | 31218     | 9016                         | 299       | 58                           | 78769     | 17808            | 4869      | 613                    | 1798      | 304              | 19884     | 7147          | 227798          | 47419              | 20.82 |

MGNREGA Outcomes' (Physical: Assets) for the financial year 2010-2011.  
(Excluding few more projects under MGNREGA)

**Issues & Challenges**

1. Participation of women is very low in most of the states except Tamil Nadu (82.59%), i.e. below 40% selected for study. The average participation rate of women in the best performing states was 39.9% followed by 41% for the poor performing states under MGNREGA. Ironically, it was found that the average performing states are employing the maximum participation of women under MGNREGA at around 54%. Generally it is found that the women and physically challenged people are harassed and threatened when they demand their entitlements under NREGA.
2. Participation of the vulnerable section of the society mainly the SC's and the ST's under MGNREGA also remains quite a paradox. The average participation of SC's in the best performing states is just 8.9% whereas for the average performing states it is 23.4% and for poor performing it stands at 13.8%. Contrary to this myth, the average participation of ST population for the best performing states is 65.9% whereas for the average performing states it is just 36.2%. Mizoram and Meghalaya together provide the highest number of employment to ST population which figures out at 97%. In many cases it was found that no work had been provided even after submitting applications to the Gram Panchayats, no unemployment allowances were paid, irregularities in wages payment and delay in wages payment varied from 15 days to 4 months.
3. Due to lack of livelihood opportunities villagers are leaving in search of work. There are increasing incidents of distress migration, due to erratic rainfall during the last monsoon and in-adequate kharif cultivation.
4. Corruption is a major man made menace exclusively deep-rooted with the Indian bureaucracy. Almost all social-welfare schemes enunciated by the Government (Central or State) is wrapped up with corruption. The MGNREGA is no exception. The total budget allocated under the Act for the wage payment to the unskilled labourers hardly reaches them in totality. With the exception of few blocks of some districts of some states like Madhya Pradesh, Kerela and Sikkim the rest is in miasma.
5. Quality of work remains a major challenge in all the projects related with MGNREGA. Though the Act focuses on the productive and durable asset creation but still the present quality of the work done under MGNREGA needs to be reshuffled if it truly wants to adhere with objective mentioned in the Act. The challenge of implementing the Act as a development agenda instead of just a wage-earning scheme would definitely add to the quality of work being done under MGNREGA.
6. Under the National Rural Employment Guarantee Act, workers must be paid within 15 days. Failing that, they are entitled to compensation under the Payment of Wages Act — up to Rs. 3,000 per aggrieved worker. However, except in one isolated instance in Jharkhand, compensation has never been paid (Jean Drèze). It is another serious challenge found rampant in almost all the states where MGNREGA is being implemented

adding up more cases of starvation and malnourishment in the states. Not even 1% household in some states got the 100days work under NREGA in 2009 (latest report revealed by the rural development ministry).

7. Absence of efficient grievance redressal mechanism is vital shortcoming under the flagship programme. There is dissatisfaction both among the beneficiaries of the project as well as the contract staff with regard to the poor working conditions and arbitrary contract appointments policies of various state governments.
8. People opening bank accounts are being asked to pay whereas these accounts are meant to be zero balance.
9. Delayed wage payments to MGNREGA workers, unspent funds from the budget outlay and reports of misappropriations of funds in the implementation process are some of the core issues. Manipulation in the payment of wages and irregularities in social audit were extensively observed.
10. No proper display of signboards at worksite is maintained. Women workers, particularly those with children, face major inconvenience due to a lack of water and toilets.

### **Conclusions**

The flagship programme of the UPA Government has vehemently succeeded in reducing the poverty and the regional disparity to some extent since its implementation in 2006 but still it has a long way to go if it exactly is to be reckoned as an Act. Various issues and Challenges on a way to the efficient implementation of the MGNREGA have disrupted the major projects in all the districts. The Act provides a minimum of 100 days wage employment to a labourer with a varying amount of wage in each state but in reality the 100 days of wage employment is somewhat like a distant dream. Debates and contradictions has always been a part of MGNREGA since its inception. A recent Tendulkar Committee set up by the Government of India also puts forward its recommendation to increase the number of days of employment to 80-90% inspite of increasing the wage structure. The challenges are there but it is time for the Government to embark on the programme of radical economic reform and take decisive role in implementing all those projects ultimately benefitting to a large section of rural people and the people who resides in the margin of subsistence.

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## **REKINDLING HOPES IN A FORGOTTEN TERRAIN**

### **Women Empowerment through MGNREGA**

SANJEEB KUMAR JENA

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This paper analyses the impact of MGNREGA on women of koraput district in terms of house hold level effects, income consumption effect and community level effects.

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#### **Introduction**

The Mahatma Gandhi National Rural Employment Guarantee (MGNREGA) is the flagship rural employment generation program of the Govt. of India. The scheme aims at better livelihood security of the households in rural areas of the country by providing at least 100 days of guaranteed wage employment in a financial year, to every household whose adult members volunteer to do unskilled manual work. The choice of work suggested in the act addresses causes of chronic poverty like drought, deforestation and soil erosion etc. so that the process of employment generation is maintained on a sustainable basis. The Act covered 200 districts in its first phase implemented w.e.f. 2 February 2006 and was extended to 330 additional districts in 2007-08. From 1 April 2008 the Act was extended to cover all 615 rural districts of the country.

#### **Objectives**

The primary objective of the research is to study the impact of MGNREGA on women empowerment and gender equality and to identify major constraints, if any, on women's access to productive employment opportunities through NREGA.

#### **Research Methodology**

The research has used both the quantitative as well as qualitative approaches. The questions which require descriptive analysis are being answered through quantitative approaches dealing with or requiring data on the entire population of participants (say workers enrolled in the scheme / job card holders) in the study area. On the other hand, questions requiring explanatory discussions are dealt with through qualitative approaches and have involved primary data sources. The primary data source was household level data being collected through especially designed semi-structured

interviews/questionnaire, the job cards and the MIS reports/Monthly/quarterly progress reports of the District Program Coordinators and the district specific reports collected at the state level.

For purpose of the research, a 'district' (Koraput district of Odisha) has been considered as the basic unit of analysis, since the district represents the primary unit for implementation, coordination and monitoring of the program at the state level and acts as the main feeder for the state and central level. For data collection and analysis, two representative blocks viz. Semiliguda and Pottangi from the Koraput district designated for the case study have been selected. Both the blocks represent different socio-economic regions of the district.

The basic method of data collection has been focus group discussions and semi-structured/ structured interviews with key informants besides information available through official statistics of the implementing agencies. The primary data sources included semi-structured & structured interviews with women workers, BDOs and District Coordinators and Panchayat representatives/NGO activists/local knowledge leaders. Total sample selected for the present study was 100. The selection of women workers was random. Efforts were made to cover cross section of schemes/projects in different sites. The secondary source of information include: (i) Various Monitoring & Evaluation reports of the Ministry / state Govt., (ii) Papers, Journals & Periodicals on the subject & (iii) Other references viz. relevant websites of Govt of India & concerned state Govt., various Operational Guidelines & Notifications of the Ministry etc. Various statistical tools like ratio analysis, ANOVA etc. were used for analyzing the data.

### **MGNREGA in Koraput District**

Orissa's predominantly rural economy is highly backward. What is far more disturbing is the significant spatial difference in the incidence of poverty within the state. Southern and northern regions of the state lag far behind the coastal region. Rural poverty ratios in southern and northern Orissa respectively are two and half times and one and half time that in the coastal region (GOO, 2004). In eight KBK districts - Kalahandi, Nuapara, Bolangir, Sonapur, Koraput, Malkangiri, Nawrangpur and Rayagada - about 71.40% of the families live below poverty line (GOO, 2008-09). These regional differences tend to explain the degree of economic deprivation of the ethnic groups in accordance with their spatial concentration. Out of total 3.68 ml population of the state, as per census 2001, over 38% are SC and ST. Of this, the southern and northern districts of the state together constitute over 89% of the ST and 46% of the SC population. Thus, the incidence of poverty is more acute with the SC and ST population of the state than the rest.

This grim situation with respect to poverty and human development may be largely attributed to the limited sources of livelihood in the infamous Koraput district, a part of KBK districts. About 87% of the population is engaged in agriculture and animal husbandry, while the contribution of the latter to the district's NSDP is little over 23% only. Agricultural growth is almost

stagnant. Agricultural productivity is roughly half that of the national average (GOO, 2006-07). While the labour force shows an increasing trend over the years, the employment opportunity in the organized sector is already saturated. In spite of introduction of a number of employment generation programmes by both Central Government and State Government, the backlog of unemployment in the district by the end of Eleventh Plan period is estimated to be 3.93 lakh (GOO, 2008-09).

Knowing the importance of NREGA in Orissa, the Central Government, in the first phase of NREGA, introduced the programme in nineteen districts of the state, including the Koraput district. Five more districts were brought under the purview in the second phase, while the remaining six districts were covered in the third phase in April 2008. There are evidences that with the implementation of NREGA, additional employment opportunities have been created in rural areas and livelihood conditions are said to have improved over the years. A lot of durable community assets have been created in the villages. They include village roads, ponds, irrigation tanks, etc. There are also reported cases of decline in forced migration in the lean seasons. The following statistics provided an insight into the substantial need and appropriate implementation of the MGNREGA in the district of Koraput.

### **Demographic Profile**

The analysis of 100 women members of MGNREGP households of two blocks (Semiliguda and Pottangi) of Koraput district have been considered in the present study. Percentage and Ratio analysis has been done against some variables to show the general trends.

- Out of the 100 respondents, 72 (72%) are from nuclear family and 28 (28%) from joint family.
- Out of 100 respondents, in the age groups 14 to 25 years, 25 to 40 years, 40 and above there are 21.13%, 64.00%, 14.87% respectively. Maximum number of women i.e. 64% belongs to the age groups 25 to 60 whereas least numbers of people i.e. 14.87% are found in the age group 60 and above. This trend implies that the middle aged women are very much interested to be self-employed and wanted to support their family though the general tribal family is matriarchic. This objective is also reflected in the statistics, where the maximum number of women is either married (42.67%) or separated (36%).
- While analyzing the caste of the respondents, it is found that majority of the women beneficiaries belong to SC (44%) and ST (48%) community. Only 8 % belong to OBC.
- As regards the Primary occupations of 100 women respondents, 43% are engaged in agriculture, 34% in food processing, 13% in cattle rearing, 7% in handicrafts and rest 3% are found to have occupation other than the above. As regards the secondary occupations, 16% are engaged in agriculture, 62% in food processing, 4% in handicrafts, 18% in cattle rearing and no one is found to have occupation other than the above.
- The statistics on educational attainment depicts that only 24% are literate, out of which only 16% women have qualification upto class-3

Table 1: MGNREGA in koraput district during (2010-11)

| Employment provided to HHs | Person days [in Lakh] |        |        |        | Total | Total funds Allocated | Expenditure | Total works taken up | Works completed | Works in progress |
|----------------------------|-----------------------|--------|--------|--------|-------|-----------------------|-------------|----------------------|-----------------|-------------------|
|                            | SCs                   | STs    | Women  | Others |       |                       |             |                      |                 |                   |
| 0.63012                    | 3.01                  | 14.66  | 8.53   | 5.52   | 23.19 | Rs.47.08              | Rs. 40.35   | 6226                 | 913             | 5313              |
| Lakh 12.96%                | 63.22%                | 36.79% | 23.82% |        | Crore | Crore                 |             |                      |                 |                   |

Table 2: Employment generated during the financial year 2010-11

| No. of households registered in MGNREGA* |                    |                   |        |                 | No. of workers registered in MGNREGA |                    |                    |        |                    |
|--|--------------------|-------------------|--------|-----------------|--------------------------------------|--------------------|--------------------|--------|--------------------|
| Sc                                       | St                 | Others            | Total  | BPI             | SC                                   | ST                 | Others             | Total  | Women              |
| 48040<br>(17.01%)                        | 155071<br>(54.91%) | 79274<br>(28.07%) | 282385 | 1539<br>(0.55%) | 114776<br>(16.46%)                   | 386470<br>(55.41%) | 196214<br>(28.13%) | 697460 | 348302<br>(49.94%) |

Note: \* includes the job cards tagged as deleted

Table 3: Employment generated in the FY 2011-12 (Till the month of August, 2011)

| Cumulative No. of HH issued job cards |        |        |        | Cumulative No. of HH demanded employment | Cumulative No. of HH provided employment | Cumulative Person days generate |         |         |         | Cumulative No. of HH completed 100 days |       |
|---------------------------------------|--------|--------|--------|--|--|---------------------------------|---------|---------|---------|---|-------|
| SCs                                   | STs    | Others | Total  |  |  | SCs                             | STs     | Others  | Total   |   | Women |
| 46551                                 | 152336 | 77081  | 275968 | 98176                                    | 97510                                    | 607540                          | 2827917 | 1144657 | 4580114 | 1926217                                 | 8577  |

and 8% are having the qualification upto class – 6. No women members from the respondents have completed U P school examination (class – 7).

- Basically the members of SHGs are either landless (80.00%) or small and marginal farmers. 16% of the responding households have less than 1 acre of land. Only 4% of the members possess more than 1 acre of land. The land holding includes varied types of lands. The unused or non-productive land is not taken into consideration for this study.
- Mainly the household of the respondents are poor people and only 10% of the families have annual income more than Rs.36,000/= per annum. 70% families have HH income between Rs.25,000/= to Rs.36,000/= per annum, and 16% have income between Rs.15,000/= to Rs.25,000/=, per annum. All families under study are included under the BPL category and possess BPL cards provided by the Govt. of Odisha.

The socio-economic analysis of the responding women respondents gives a view of their miserable life style and a picture of deprivation. The male-dominated tribal culture and society of Koraput district also adds the misery to the most deprived class of people of the society, the women. The women are generally the bread-winners of the family and the male counterparts generally depend on their earnings. The male dominance is so enormous that the women are not only being physically abused by the male who are under intoxication, but also the practice of polygamy make them the most oppressed group of the society.

### **Women Empowerment Through MGNREGA**

How has paid employment under NREGA transformed the (bargaining) position of rural women within their households? And to what extent have participatory development processes under NREGA been able to create larger social effects on women's empowerment? The former has been analyzed at the household level and with respect to three interrelated processes and outcomes, which are: Income - consumption effects; Intra-household effects (decision-making role); and Enhancement of choice and capability. The latter has been explained at the larger community-level and through: process participation; wage - equality and its long-term impacts on rural labour market conditions; and changes in gender relations, if any, because of the above and other factors.

### **Household-Level Effects**

Women's contribution to household income and to the national economy remains largely unaccounted for as they undertake a significant amount of unpaid work. To many, this remains a fundamental challenge of women's empowerment (Boserup 1980; Folbre 2009; Hirway and Saluja 2009). A time use survey conducted by the Central Statistical Organisation (CSO) across six states (2007: 77) revealed that on an average, rural women spent about 22.53 hours of their weekly time on System of National Accounts (SNA) activities and 33.95 hours on extended SNA activities (SNA activities refer to primary production activities such as crop farming, kitchen gardening,

etc, animal husbandry, fishing, forestry, horticulture, collection of fruit, water, plants, etc, storing and hunting, processing and storage, mining, quarrying, digging, cutting, etc., and also secondary activities such as construction, manufacturing, trade, business and services. Extended SNA activities include household maintenance, management and shopping for own household, care for children, the sick, elderly and disabled for own household and community services and help to other households.). This, in fact, reiterates that the average number of hours spent by women on unpaid work is high, and their contribution to the household's income and overall welfare remains unaccounted for and unappreciated. The NREGS has helped women in converting some unpaid hours of work into paid hours of work with significant effects, especially for those women for whom NREGS is a primary work opportunity outside the home.

### Income-Consumption Effects

Income-consumption effect means an increase in the paid income of a woman worker and, consequently, her ability to choose her consumption baskets. Though income and consumption are related, consumption is emphasised; because an increase in income sans the ability to consume or choose consumption baskets has little significance. Paid work under NREGS has helped rural women in realizing income-consumption effects through: monetized earnings, and better control over earnings because of monetized wages and account payment, leading to greater consumption effects.

Table 4: Women's contribution to household's monthly income through NREGA

| Blocks     | No of Respondents | Average Income of HHs from NREGS (Rs) | % of Women's Income from NREGA Share of Total NREGA Income of HHs | Women's NREGS in the Total Annual Income of HH (%) |
|------------|-------------------|---------------------------------------|---|--|
| Semiliguda | 50                | 8,250                                 | 78.79%  | 62.67%   |
| Pottangi   | 50                | 6,900                                 | 82.12%  | 65.33%   |
| Total      | 100               | 7,575                                 | 80.455%   | 64.00%   |

Woman's earnings from the NREGS constituted 64% of the total annual income of the household on average across the research area, 62.67% in Semiliguda, and 65.33% in Pottangi Block (Table 4). Underlining the significance of paid work and its effects on the self-perception of women, one woman worker told us in a lighter vein that now that she earns, her husband is ready even to prepare tea for her, something quite unlikely earlier. Some also said that when they hand over either part or whole of their earnings to the head of their households or to any other male family members, they feel a sense of worth and importance. Earning is important, but equally important is retaining and exercising choice over use of earnings. 81per cent of the women workers (overall) were collecting their wages themselves. This figure was higher in Semiliguda (96%) followed by Pottangi (66%) as the women workers of the former block are more literate and aware than their

counterparts in Pottangi block (Table 5). It appears that account payment leads to greater incidence of self-collection and control over wages. The high proportion of women in Semiliguda block, who collected their wages themselves, was in fact co-terminous with 100% account payment. On the other hand, in one-third of cases in Pottangi block, male household members collected women's wages, as cash payment was still in practice and often payment was made to the male household member on behalf of the household. The local social set-up accepts the practice of the man collecting wages of female family members, as often a household is identified by the name of the head of the household. Local officials and PRI representatives easily cooperate with male members to earn their support and favour. It was observed that sometimes women collect their wages, but hand it over either to the male heads of their households or to their husbands. Sometimes, they retain a portion and surrender the rest. Nevertheless, self-collection increases the chances of retaining control over wages.

Table 5: Collection of wayes

| Blocks     | Women themselves | Male members of HH | Other male HH members |
|------------|------------------|--------------------|-----------------------|
| Semiliguda | 96%              | 4%                 | 0.00%                 |
| Pottangi   | 66%              | 28%                | 6%                    |
| Total      | 81%              | 16%                | 3%                    |

The majority of women workers were found to collect and retain their wages. Significantly, it was found that 60% of sample women retained up to 25% of their wages. The proportion of women who controlled up to 25% of their NREGS wages for personal use/consumption was 50% in Semiliguda block, and 70% in Pottangi block. Interestingly, 11% of women retained more than 50% of their wage income. Still, 24% women surrendered their entire earnings (Table 6).

Table 6: Retention of earnings by women

| Proportion of NREGS Earnings Retained by Women | Semiliguda | Pottangi | Total |
|--|------------|----------|-------|
| Up to 25%                                      | 50%        | 70%      | 60%   |
| 25-50%   | 6%         | 4%       | 5%    |
| 50-75%   | 6%         | 4%       | 5%    |
| 75-100%  | 10%        | 2%       | 6%    |
| Nil  | 28%        | 20%      | 24%   |
| Total  | 100%       | 100%     | 100%  |

The large number of women who retained either part or whole of their NREGS wages, also retained choice over their use. They used it for all kinds of purposes – on daily consumption items, household durables, health and education of children, visiting relatives, and on social ceremonies, etc. They



also used it to meet their personal needs. The most common items of personal need women spent on included clothes, cosmetics and bangles, personal health (medicines), visiting relatives and giving gifts at the time of marriage and festivals to near and dear ones. The significance of this lies in reduced dependence on male and other family members. Before NREGS, 14% women said that they were able to meet their personal needs through their own earnings. Now, 71% women were able to do so (Table 7). The pre- and post-NREGS difference is statistically significant, where the overall earning of women workers was relatively high because of the greater number of person-days worked by them. It seems that women are able to spare for personal needs only when they earn a minimum income, as other priorities of the household are equally pressing. This also registers the significance of realizing a critical minimum number of person-days and wages for improved effects on women workers. This underlines the fact that cooperation and understanding continue to play a role in household affairs in rural India, notwithstanding the bargaining model of the household.

Table 7: Women's own income to meet personal needs: pre- and post-NREGS

| Blocks     | Pre-NREGS<br>Own Income to Meet<br>Personal Needs | Post-NREGS<br>Own Income to Meet<br>Personal Needs |
|------------|---|--|
| Semiliguda | 18%   | 86%  |
| Pottangi   | 10%   | 56%  |
| Total      | 14%   | 71%  |

**Decision-Making:** The dominance of males in intra-household decisions in rural areas is unmistakable. As per the National Family Health Survey III (2005-06), only 29% of married women in rural areas take decisions about the purchase of daily household needs; 26% decide about their personal healthcare; 7.6% take decisions about purchasing major household items; and only 10% decide on visits to relatives (as cited in CSO 2007:102). If we compare this with observed changes in the case of NREGS women workers, the impact is remarkable.

Table 8: Intra-household decision to participate in NREGS (in %)

| Who Decides           | Semiliguda | Pottangi | All |
|-----------------------|------------|----------|-----|
| Self (woman worker)   | 76%        | 64%      | 70% |
| Head of the household | 20%        | 36%      | 28% |
| Other family members  | 4%         | 0.0      | 2%  |
| Others                | 0.0        | 0.0      | 0.0 |

Now, 71% retain portions of their income to spend as per choice. These relate to purchase of household items, healthcare, visits of relatives, etc. Moreover, the domain of their decision-making has also widened. NREGA has broadened choices for women in two ways. One, it has opened for them

an entirely new avenue for paid employment. Two, it has broadened their choices and capability as a result. An important fact is that a large number of women decided on their own to work under NREGS. 70% joined NREGS out of their own volition, although 28% were asked to work by the head of the household. Two, NREGS has increased the choice set for women by reducing economic dependence on other family members. When a woman worker depends on the head of her household, the latter's discretion limits the choice or indulgence of the former by amount and timing. Paid employment under NREGS has enhanced both freedom and the choice to use earnings.

### Community-Level Effects

Women's participation in grass-roots community development processes in general, and decision-making in particular, remain weak in spite of their increased representation, following the 73<sup>rd</sup> Constitutional Amendment Act. Apart from low participation in the gram sabha and other decision-making fora, the problem of proxy (men performing the role of women representatives) is frequently found to occur. One of the latent objectives of the NREGS is to strengthen community development processes through grass-roots institutions and to make decision-making at that level more inclusive and participatory. Women's participation in procedural aspects under NREGS, say, selection and implementation of works, social audit, asset management, etc, remains low, even though their participation as workers has surpassed the benchmark of 33% at the all-India level in all three years of implementation.

Table 9: Level and quality of awareness about the NREGS (% of respondents)

| Provisions                                 | Semiliguda | Pottangi | Total |
|--|------------|----------|-------|
| Up to 100 days of employment               | 98%        | 78%      | 88%   |
| Minimum wages                              | 78%        | 58%      | 68%   |
| Equal wages                                | 88%        | 58%      | 73%   |
| Wage payment within 15 days                | 50%        | 28%      | 39%   |
| Worksite facilities                        | 64%        | 30%      | 47%   |
| Work within five kilometers from residence | 24%        | 24%      | 24%   |
| Unemployment allowance                     | 8%         | 6%       | 7%    |
| One-third women workers                    | 2%         | 4%       | 3%    |

Most women workers were aware of the basic provision of 100 days of guaranteed employment. But the level of awareness about the details of provisions, including women-specific ones, was low and varied across Koraput district. Women workers were better informed of those provisions that had already been implemented, either partially or fully, and were least aware of those provisions that they were not availing of at all. Moreover, the level of awareness/information was generally higher in places where implementation was better – Semiliguda Block – and greater for provisions that were implemented effectively. Literacy was another factor. Women in Semiliguda block were better informed of most of the provisions, because of relatively

high literacy rates (Table 9). Social mobilization by civil society organizations is another factor that can overcome the handicaps of low literacy rates.

Women's ability to search for the NREGS job themselves is another indicator of process participation. But only 25% of women were found to have searched the NREGS job themselves, with the gram panchayat head and panchayat secretary helping women in most of the cases. Block-wise, the role of the different agencies varied, though the role of gram panchayat head/panchayat secretary and Self-help group/women's group/association were important. (Table 10). Women's participation in the selection of NREG works and social monitoring, including auditing, was almost negligible. They were hardly involved in the management of assets created, though such participation is important to derive lateral benefits from the assets. This happened even in the panchayats headed by woman pradhans.

Table 10: How did women search for the NREGS Job?

| Who Helped the Woman in Getting the Job?                | Semiliguda | Pottangi | Total |
|---|------------|----------|-------|
| Searched herself  | 34%        | 16%      | 25%   |
| Family member   | 28%        | 12%      | 20%   |
| Fellow women worker                                     | 10%        | 10%      | 10%   |
| Self-help group/women's group/association               | 58%        | 56%      | 57%   |
| Gram panchayat head/ward member/<br>Panchayat secretary | 62%        | 62%      | 62%   |
| Others  | 6%         | 8%       | 7%    |

A positive development is increased participation of women in gram sabha meetings. Forty-five per cent of them had attended gram sabha meetings held in connection with the NREGS. Women's participation in gram sabha was the highest in Semiliguda (86%) and 56% in Pottangi block. It seems that women's participation in the gram sabha has been increasing due to higher awareness and education. It seems that the holding of gram sabha meeting itself has become a more regular phenomenon post-NREGS. A large number of women also said they spoke in the gram sabhas – 66% of the women who had attended the gram sabha spoke in the meeting. The percentage of women who spoke in the meeting was 78% in Semiliguda block and 54% in Pottangi block. However, it was revealed that women speak mainly about the availability of jobs, wage payment, and other related issues of personal interests, not on community interests like the selection of work, social monitoring, etc. More NREGS workers now also meet and interact with government officials and PRI representatives. 63 per cent of them had the chance to interact with government officials, with the percentage of women interacting with officials being the higher in Semiliguda (76%) and followed by Pottangi (50%) (Table 11). This has larger effects of increase in confidence levels.

Table 11: Women workers' participation in the gram sabha

| Blocks     | % of Women Attending in Gram Sabha | % of Women Speaking in Gram Sabha | % of Women Interacting with Officials |
|------------|------------------------------------|-----------------------------------|---------------------------------------|
| Semiliguda | 86%                                | 78%                               | 76%                                   |
| Pottangi   | 56%                                | 54%                               | 50%                                   |
| Total      | 71%                                | 66%                               | 63%                                   |

Before NREGS, only 10% of women workers' households had an account in a bank or post office. The figure was dismally low in Pottangi block (6%), and no better in Semiliguda block also (14%). Now, all households have access to a bank or post office account. Moreover, pre-NREGS accounts were mostly in the name of male family members. Now, 51% of the women workers have accounts in their own names (Table 12). Since the government has given a direction for account payment of NREGS wages, it is likely to be universalized in other places as well.

Table 12: Access to bank/post office account (Pre- and Post-NREGS in %)

| Blocks    | Pre-NREGS Household Access | Post-NREGS HH Access | Post-NREGS Individual Account of Women Workers |
|-----------|----------------------------|----------------------|--|
| Dungarpur | 14%                        | 100%                 | 54%  |
| Ranchi    | 6%                         | 100%                 | 48%  |
| Total     | 10%                        | 100%                 | 51%  |

Account payment of wages also creates some other effects. Apart from increasing the chances for greater control over earnings, it leads to the development of a saving habit. Initially, most of these workers used to withdraw their entire wages at one go. Gradually, they have started withdrawing as per their needs. This has an added advantage as women are able to save money from wasteful expenditure, if husbands or other male members tend to spend on items like liquor. Women were also found to invest in fixed deposit schemes in the same bank.

### Areas of Concern

Greater linkage of women with financial institutions may trigger many individual and community-level social and economic effects (Kabeer 200; Mayoux 2001; Pitt et al 2006; Mayoux and Hartl 2009). Realization of equal wages under NREGS has significant implications for the rural labour market. If women are able to earn higher wages under NREGS, there is a probability that in most cases, they would not be willing /available to work for less than what they are getting under NREGS. The reduction in the supply of the women labour force due to NREGS would create supply side pressures on labour market that would push up the wage floor. It was observed that many areas were finding it difficult to hire workers on the basis of their pre-NREGS

wages. They had to increase the wages, and frequently this upward revision had to be done with consideration to NREGS wages.

Subtle changes in gender relations have been observed but mostly at the household level. Increased say of women in decision-making, greater recognition of their contribution to the household income, and reduced dependence on male family members for meeting expenditures related to personal needs are some of those changes.

Nevertheless, worksite experiences were enriching. The introduction of the female mate system has allowed women to reverse the role of a male mate/supervisor. For male workers, working under a female mate is a new experience. This may not change the character of gender relations immediately, but will have a definite impact in the long-run. Moreover, female mates were found to be more sensitive to the needs and requirements of women. Working together gives women an opportunity to share grievances and personal problems, and helps in the development of women's solidarity. Women were observed to be exchanging help, for example, borrowing money and bartering goods among themselves for which they were earlier dependent on other people.

Some old and physically weak women were found to be working on the sites. In spite of the group measurement system, nobody was complaining that these women were receiving the same wages, although their productivity was less. Rather, the group was considerate towards their old age and physical ability, and offered them easy and less strenuous tasks. In turn, some of the widows working at NREGS worksites said that coming out and working gave them a sense of purpose and belonging, compared to sitting at home and getting bored.

### **Barriers to Women's Participation**

First, there are, in many areas, tenacious social norms against women working outside the home. Some respondent women who said that they had not been able to register as workers under the NREGA and were told that this programme was "not for them". In Semiliguda block, there was a significant amount of hostility to female participation in NREGA, both from Gram Panchayat functionaries and male relatives. Names of adult women were excluded from job cards and it was commonly stated that women 'cannot' work on worksites, that they are 'too weak' and that it is socially unacceptable for them to undertake this work. The widespread prevalence of these opinions related to female labour was reflected in the fact that only 15% of the randomly sampled workers in that block were women. When there is an 'excess of workers' women are the ones who are turned away. The reason for this bias seems to be partly related to the differential in the NREGA wage rate and the local market wage rate (especially for women). As against the legal provisions of the NREGA, work in most places is not 'demand driven'. Instead, in most places work is started at the initiative of the local government and can be in limited supply at any given time. Further, the wage differential between the agricultural wage and the statutory minimum wage is very high, so work is rationed and women are expected to make way for men.

Second, the continued illegal presence of contractors is a significant negative factor affecting the availability of work and its benefits for women. On worksites where contractors were involved, 35 percent of women workers said they were harassed, as compared to only eight percent on contractor-free worksites. It is quite likely that the absence of contractors is one of the factors that contribute to the high participation of women. Responding women workers said the contractor would come to the village and ask for names of able bodied men to work on the site. If women asked for work, their pleas were ignored. Importantly since the legal entitlement to get work on demand is not understood by many, this turning away of women workers doesn't meet with opposition from the village community – in fact, male workers engaged by the contractors thought the turning away of women was perfectly justified.

Third, the other big hurdle inhibiting the participation of women is the lack of childcare facilities. The Act requires that when there are more than five children under the age of six, a female worker be appointed to take care of them. The childcare facilities have not been provided anywhere. The lack of these facilities can be crippling for women, especially for those with breastfeeding infants who cannot be left behind for long hours. Most women who have children do not bring them to the worksite as it is not seen as a safe place for them: apart from the dangers of being left untended in the open, women are also worried about the heat and sometimes they are harassed when they spend time with the child (e.g. to breastfeed the child). However, leaving the child at home is not without its problems: sometimes the child is left unsupervised, breastfed children are fed once in the morning and left alone until evening when the mother returns which has a significant adverse impact on the health of the child and the mother. Meanwhile, the mothers spend their day in anxiety worrying about the child's safety at home. What is encouraging is that four out of every five women said that if some child care facilities are provided they would bring their child to the worksite is yet to be revised in line with NREGA norms.

Fourth, delayed payments also come in the way of participation of poor women. Delays in wage payments make things particularly difficult for single women, who cannot afford to wait for work and wages as they are the sole earners in the family. When the wages do not come on time, they are often forced to return to previous, less preferred forms of employment.

**Bank Payments for NREGA Workers:** Another area of concern relates to the switch over to bank payments for NREGA wages. This is a relatively recent 'administrative innovation', which is perceived by the government as a 'magic pill' for ending corruption. The introduction of bank payment has important implications for women workers. For instance, in the event that bank accounts are opened in the name of one job card holder, women might not be left with access to money earned. In the survey, 73 percent of women in the sample wanted payments through banks and/or post offices. The main reasons in favour of bank payments include the perception that payment through banks will increase the possibility of saving and a reduction in the possibility of being cheated by those who distribute wages in the

village. Other reasons why people want bank payments include the perception that this will lead to a reduction in delays (in payments), that a lump-sum of money will be available in one installment. Interestingly, for women, it is also seen as an effective tool for increasing their control over the use of this money (e.g., some women said when wages are paid in cash; it is easier for husbands to take control over it). The case for cash payments however, is made on the grounds that banks are often at a distance from the place of residence, in some cases in distant (larger) villages or towns and getting there involves additional costs, and that it would lead to some loss of liquidity.

**Women's Participation in Gram Sabhas:** Regarding gram sabhas, only 33 percent of sample workers (both men and women) stated they had attended a gram sabha during the preceding 12 months. Further a large number of women respondents said that they do not go to gram sabhas because they are either not welcome at the gram sabhas or that they think it is not a meeting that women can attend. Since decisions related to the implementation of NREGA works are supposed to take place in gram sabhas, it is significant that most women look at gram sabhas as meetings they should not attend. It is important to qualify this however, with the fact that at the moment in many places, gram sabha meetings tend not to be held. It can be hoped therefore that as gram sabha meetings become more prevalent, more women will come forward to participate and speak at these gram sabhas. Due to weak participation in related processes, larger community-level effects remain to be realised. Even in the case of the increased presence of women at the gram sabha, male participants dominate the decision-making process. Entrenched gender relations are hard to dismantle.

### **Conclusion**

The important findings of the study are -

- NREGA, being a right based employment program, should have been in a position to provide job on demand, which has not been happening in the study area.
- There are other road blocks, which are seen as putting a spoke to women's easy entry to NREGA jobs, which include inadequate worksite facilities as emphasized in the guidelines, inefficient implementing machinery, difficult terrains, naxalite problems, low level of awareness and other situational issues.
- But this apart, NREGA has emerged as a very powerful tool for addressing gender issues. It was found that the program has indeed a positive impact on women empowerment, in so far as it has addressed a number of practical gender needs. In brief, following are the most important gains on the gender front: Women have access to wage employment and within the vicinity of their village, Created an atmosphere for inclusive development, Wage parity ensured, Led to increase in intra-household bargaining power, Added income, and More space in society.

There has been a clear indication that the interventions have enabled women to address some of their major strategic needs and could thereby prove itself as the route to gender equality. But it has shown that the program has a policy component, which if properly directed, could alleviate itself as a potent instrument for addressing gender discrimination and inequality.

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## **Impact of Mahatma Gandhi National Rural Employment Guarantee Scheme**

J.B. KOMARAI AH

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This paper analyses the impact of MGNREGS on Nomula Gram Panchayat of Ranga Reddy District in Andhra Pradesh.

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### **Introduction**

The National Rural Employment Guarantee Act (NREGA) has been enacted by the Parliament on August 25, 2005. Under this Act the NREGS (National Rural Employment Scheme) was launched. It provides a legal guarantee for one hundred days of employment in every financial year to adult members of any rural household willing to do public work-related unskilled manual work at the statutory minimum wage. The Ministry of Rural Development (MoRD), Govt. of India is monitoring the entire implementation of this scheme in association with state governments.

Raghbendra, Raghav and Shylashri (2008) present results on the participation of rural workers in the National Rural Employment Guarantee Program based on a pilot survey of three villages in Udaipur district, Rajasthan, India. Three villages (Dhundiya, Karanpur and Prithvisingh Ji Ka Khera) were covered. Total number of households interviewed in December, 2007, was 340. Here the focus is on participation in NREG of different socio-economic groups and the determinants of the participation of these groups. It is discovered that the mean participation was 59 days and that targeting was efficient with other labour, self employed in agriculture, SC and ST as well as those with smaller landholdings benefiting the most from the program. Thus the performance of the National Rural Employment Guarantee program has been far from dismal. The average employment provided was 18 days per needy household. Another assessment (Biswas, 2007) draws attention to the unevenness in its implementation. Emphasising that while a total estimated expenditure of \$4.5 billion was expected to generate 2 billion days of employment, the actual was about 1 billion, and the benefits varied across different states. In Uttar Pradesh, the most populous state, large segments of the rural population were ignorant of the scheme. By contrast, Rajasthan was among the top performers-the average employment per participating household was 77 days of work. The share of wages was 73 per cent. The small north-eastern state of Tripura performed well too, as the average number of days of employment per rural family was

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87 days. Somewhat surprisingly, Kerala-a state with a superb record of human development- was at the bottom. In fact, only one of the southern and western states (Andhra Pradesh, Gujarat, Karnataka, Kerala, Maharashtra and Tamil Nadu)-Karnataka- generated more than 10 days of employment per rural family during 2006-07, while the eastern and northern states performed better.

More specifically, Dreze (2007) highlights a quiet sabotage of the transparency safeguards in NREGA in western Orissa. In a survey of 30 worksites, the investigators found evidence that a contractor was involved in some ways. What is worse the job card does not have a column for 'wages paid'. Even the number of days worked is hard to verify, as the names of the labourer and worksite have been replaced by numerical codes. Yet Dreze (2007) and Roy et al. (2008), among others remain optimistic about its potential mainly because the awareness of employment as an entitlement has grown.

### **Objectives**

The following are the main objectives of the study.

1. To study the socio-economic conditions of the beneficiaries of MGNREGA.
2. To study the impact of MGNREGS on employment and income generation among the beneficiaries.
3. To explore the impact of MGNREGS on children's education among the beneficiaries.
4. To assess the beneficiaries' perception towards the implementation of MGNREGS.
5. To identify the challenges of MGNREGS in the study area.

### **Hypotheses**

The following are the hypotheses for the study.

1. Employment has increased due to participation in MGNREGS activities.
2. Income has increased due to participation in MGNREGS programme.
3. Children's education level has increased through enhanced income.

### **Methodology**

For the present study Nomula Village of Manchal Mandal in Ranga Reddy District was selected purposively. 110 beneficiaries of MGNREGS were selected randomly from the worksite. The sample consists of male and female categories who were involved in the land leveling, stone removal and stone bunding work. The primary data was collected through structured interview schedule by adopting the interview method and participant observation methods. The study covers both primary and secondary data for its analysis. The secondary data was collected from the published and unpublished reports, journals, books and also websites. The simple statistical tools like percentages, Likert's five points scale etc., were used in the analysis. The discussions with elder members are also included in the analysis.

**Analysis of the Beneficiaries**

Table 1: Distribution of the respondents

| Type                      | No. of Respondents |        | Percentage |
|---------------------------|--------------------|--------|------------|
| <b>Gender</b>             |                    |        |            |
| Male                      | 50                 |        | 45         |
| Female                    | 60                 |        | 55         |
| Total                     | 110                |        | 100        |
| <b>Community</b>          |                    |        |            |
| OC                        | -                  |        | -          |
| BC                        | 20                 |        | 18         |
| SC                        | 90                 |        | 82         |
| ST                        | -                  |        | -          |
| Total                     | 110                |        | 100        |
| <b>Age</b>                |                    |        |            |
| < 25                      | 20                 |        | 18         |
| 25-35                     | 30                 |        | 28         |
| 35-45                     | 20                 |        | 18         |
| 45-55                     | 20                 |        | 18         |
| >55                       | 20                 |        | 18         |
| Total                     | 110                |        | 100        |
| <b>Education</b>          |                    |        |            |
|                           | Male               | Female |            |
| Illiterate                | 20                 | 60     | 73         |
| Primary                   | 20                 | -      | 18         |
| Secondary                 | -                  | -      | -          |
| Higher Secondary          | -                  | -      | -          |
| Degree                    | 10                 | -      | 9          |
| Total                     | 50                 | 60     | 100        |
| <b>Size of the Family</b> |                    |        |            |
| 1-3 ( Small)              | 30                 |        | 27         |
| 4-6 (Medium)              | 60                 |        | 55         |
| Above 6 ( Large)          | 20                 |        | 18         |
| Total                     | 110                |        | 100        |

Source: Primary data from field survey.

Table 1 shows that majority of the respondents which constitute 55 percent belongs to female category and remain 45 percent is comes under male category. Table shows that 82 percent of the respondents belongs to schedule caste and backward community is 18 percent among the respondents.

Table also shows that 28 percent of respondents comes under the age group of 25 to 35 years and followed 18 percent each for other categories. It indicates that younger population involved more in this programme.

Inference of the Table 1 shows that 73 percent of the respondents were illiterate, 18 percents of the respondents belongs to primary education and degree holders of the respondents are 9 percent.

The Table indicates that 55 percent of the respondents belong to medium size of the family, small size of the family among the selected respondents is 27 percent and only 18 percents of the respondents comes under the large sized family.

### The Worksite Facilities and Employment Activities

The facilities of safe drinking water, safe for the children and periods of rest, first aid box with adequate material for emergent treatment for minor injuries shall be provided at the work site. In case, the number of children below the age of 6 years accompanying the women working at work site is five or more, one of the women workers shall be deputed to look after such children and she shall be paid minimum wage rate. Every registered person should be given the job card for his family and provide 100 days of employment in a financial year.

Table 2: Year of getting the job card

| Sl. No | Year  | No. of Respondents | Percentage |
|--------|-------|--------------------|------------|
| 1      | 2007  | 60                 | 55         |
| 2      | 2008  | 40                 | 36         |
| 3      | 2009  | 10                 | 9          |
|        | Total | 110                | 100        |

Source: Primary data from field survey.

Table 2 reveals that 55 percent of the respondents were received the job card in the year of 2007; the percentage of the job card issued for the year of 2008 is 36 and 9 percent of the respondents got their job card in the year of 2009.

Table 3: Expenditure on children education

| Sl. No                     | Year  | No. of Respondents | Percentage |
|----------------------------|-------|--------------------|------------|
| 1                          | Yes   | 60                 | 55         |
| 2                          | No    | 50                 | 45         |
|                            | Total | 110                | 100        |
| <i>Wage Discrimination</i> |       |                    |            |
| 1                          | Yes   | 60                 | 55         |
| 2                          | No    | 50                 | 45         |
|                            | Total | 110                | 100        |

Source: Primary data from field survey.

Table 3 clearly shows that only 55 percent of the selected respondents has been spending the money on their children's' education.

Table 3 also reveals that only 55 percent of the respondents they face wage discrimination in their payment system.

Table 4: Perception towards implementation of the MGNREGS

| Questions   | Strongly Agree | Agree | Neither Agree<br>nordisagree | Disagree | Strongly Disagree | Total |
|---|----------------|-------|------------------------------|----------|-------------------|-------|
| Your family income is increased through MGNREGs                                 | 50             | 60    | -                            | -        | -                 | 110   |
| The quality/standard of your life has improve by working under MGNREGS          | -              | 100   | 10                           | -        | -                 | 110   |
| You are getting income regularly after MGNREGs has been implemented             | 50             | 60    | -                            | -        | -                 | 110   |
| MGNREGS is providing 100 days of employment to your family                      | 30             | 80    | -                            | -        | -                 | 110   |
| Migration is reduced after implementation of MGNREGS                            | 60             | 40    | 10                           | -        | -                 | 110   |
| MGNREGS has created durable assets for improving livelihood in the village      | -              | 70    | 40                           | -        | -                 | 110   |
| MGNREGS is better programme when compared to previous wage employment programme | 50             | 50    | 10                           | -        | -                 | 110   |
| MGNREGS is enabled to sending your children to school                           | 20             | 70    | 10                           | 10       | -                 | 110   |
| MGNREGS is fulfilling the right to work at into the reality in your village     | 20             | 80    | 10                           | -        | -                 | 110   |
| MGNREGS is continued to reduce poverty in your village                          | 40             | 60    | -                            | 10       | -                 | 110   |
| If favour to increase man days beyond the fixed days                            | 60             | 50    | -                            | -        | -                 | 110   |
| Social audit is conducted on MGNREGS regularly                                  | 30             | 70    | 10                           | -        | -                 | 110   |
| Total   | 410            | 790   | 10                           | 20       | -                 | -     |

Source: Primary data from field survey.

Table-4 shows that out of 110 respondents 60 (55 %) beneficiaries expressed strongly agreed towards opinion that the out migration from the village has reduced due to implementation of the NREGS in the village. 100 (91 %) out of 110 respondents agreed the opinion towards the quality/standard of living has improved due to participation of NREG Scheme in the

village. 40 (36 %) out of 110 respondents neither agreed nor disagreed the responses put forward to them on various aspects of perception towards implementation of NREGS in the study area. On overall majority of the beneficiaries is the positive side of development through its implementation of the scheme.

### **Main Findings**

1. The majority of the respondents which constitute 55 percent belongs to female category and remain 45 percent comes under male category.
2. Around 28 percent of respondents comes under the age group of 25 to 35 years and followed 18 percent each for other categories. It indicates that younger population involved more in this programme.
3. It was found that 73 percent of the respondents were illiterate, 18 percents of the respondents belongs to primary education and degree holders of the respondents are 9 percent.
4. It was also found that 82 percent of the respondents belong to schedule caste and backward community is 18 percent among the respondents.
5. Nearly 55 percent of the respondents belong to medium size of the family, small size of the family among the selected respondents is 27 percent and only 18 percents of the respondents come under the large sized family.
6. It was found that 55 percent of the respondents were received the job card in the year of 2007, the percentage of the job card issued for the year of 2008 is 36 and 9 percent of the respondents got their job card in the year of 2009.
7. The majority of 55 percent of the selected beneficiaries has been spending the money on their children's' education.
8. It reveals that only 55 percent of the respondents they face wage discrimination in their payment system.
9. Out of 110 respondents 60 (55 %) beneficiaries states that they strongly agree towards the opinion that the out migration from the village has reduced due to implementation of the NREGS in the village. 100 (91 %) out of 110 respondents agree the opinion towards the quality / standard of living has improved due to participation of NREG Scheme in the village. 40 (36 %) out of 110 respondents neither agree nor disagree the responses put forward to them on various aspects of perception towards implementation of NREGS in the study area. On overall majority of the beneficiaries is the positive side of development through its implementation of the scheme.

In every stage of the programme implementation, there are numerous problems created by the administrators and Panchayat people from the stage of applying for the job card to getting the wages. The main challenges are not getting the works as per their request or demand and as a result of this, they are forced to search for jobs in other places nearby towns. The getting of wages are delayed and unable to manage the delays particularly financial management in the household expenditure which are very difficult in the

situations of raising the prices of food grains and other essential commodities in the study areas.

### **Suggestions**

Based on the present study the following recommendations were emerged from the beneficiaries' side:

1. The beneficiaries are suggested to increase the number of working days even beyond the fixed days and provide the works in other areas by keeping in view those drought prone areas to prevent migration.
2. With regard to payment of the wages the beneficiaries asked for increasing in wage rate and pay in time to avoid the borrowings.
3. It was also observed that the work site facilities must be improved and medical kits made available to them from time to time.

### **Conclusion**

The MGNREGS is a demand driven programme for the rural people for getting 100 days of guaranteed employment in rural areas. It is massive development programme which requires continuous monitoring and evaluation for timely and appropriate interventions. The programme has the greater impact on employment, income generation, and reduction of migration, creation durable assets and ultimately developing livelihoods for rural people.

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## Technical Session IV

# **MGNREGA: Issues & Challenges**

## **ABSTRACTS**

### **MGNREGA-Transforming Rural India**

A. ABDHUL RAHIM\*

Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) is a paradigm shift from all other development programme and is one of the largest single rights based social protection initiatives in the world. MGNREGA is the first ever law internationally that guarantees wages employment at an unprecedented scale. Every person has the right to live a dignified life.

### **Impact of MGNREG Scheme on the Rural Areas of Dindigul District**

A. ASMARUBIYA BEGAM AND S.M. MOHAMED NASARDEEN\*\*

The basic idea of NREGA is to give legal guarantee of employment to anyone who is willing to do casual manual labour at the statutory minimum wage. Thus the Act provides a universal and enforceable legal right to employment. It is the flagship programme of the Government of India (GOI) which is unique and first of its kind.

### **Impact of MGNREGA on Employment in Rural Areas**

(A case study of Andhra Pradesh)

A. BALA KRISHNA\*\*\*

The study is proposed to assess the impact of MGNREGP on employment opportunities in Andhra Pradesh. Result of the study reveals that the proportion of MGNREGA beneficiaries representing backward castes is very high with 44.2 per cent, followed by and scheduled caste with 35.00 per cent when compared with other categories.

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## **Mahatma Gandhi National Rural Employment Guarantee Act – Issue and Challenges of Parbhani District**

A.H. SHRIRAME\*

MGNREGA has aided in enhancement of agricultural productivity (through water harvesting, check dams, ground water recharging, improve moisture content, check in soil erosion and micro-irrigation), stemming of distress migration, increased access to markets and services through rural connectivity works, supplementing household incomes, increase in women workforce participation ratios, and the regeneration of natural resources.

### **MGNREGA: Issues and Challenges**

DR. A.S. HALLI\*\*

India is one of the biggest developing countries in the world. The economy of India is basically depend up on the agriculture sector. Yet today most of the people lived in 7 lakh villages in India. Therefore Indian rural problems are more important rather than the overall problems of India.

### **MGNREGA: Issues and Challenges with Special Reference to Bihar and Jharkhand**

ABDUL RAHIM SHAFI AND J.P. UNIVERSITY, CHAPRA\*\*\*

The Present paper purports to evaluate the extent of progress made and the dimension of various issues associated with the programme in the most backward state of Bihar and Jharkhand. There is a gross mismatch between the needs of the community and the actual work undertaken, which is the major challenge faced by the MNREGA in the states.

### **MGNREGA: Issues and Challenges**

AJAY KUMAR SINGH, MRS.NITISURY AND SAMEER LAMA\*\*\*\*

Underlining the critical role played by the MGNREGA, this paper exemplifies the issues, challenges and significance of MGNREGA particularly in the context of rural India. Further it makes a comparative analysis between the select fifteen states of the Indian Union and provides the framework for policy recommendation for the poor performing states with regard to various parameters.

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**MGNREGA : Challenges of Backward Areas**

AJAY MISHRA AND SUMEDHA TIWARI\*

MGNREGA can improve sustainable rural livelihoods through spill over effects thereby enabling the poor manage their risks and opportunities effectively. There is no denying of the importance of policy and programme actions for employment generation to ensure food security.

**MGNREGA: Issues and Challenges**

AKHIL MISHRA\*\*

The paper discusses the critical issues involved in processes such as registration, verification of application, issue of job cards, application for employment, allocation for employment, selection and execution of work, payment, transparency, staffing and monitoring etc. It also tries to highlight the progress of the scheme in brief.

**Redesigning Distribution Practices of Banarasi Silk Industry**

ALOK KUMAR RAI\*\*\*

The present paper studies the distribution practices of Banarasi Silk Industry and evaluates its practices from the customers' perspectives. The paper brings forth the issues related to distribution practices of Banaras Silk Industry and also attempts to suggest solution to the industry to redesign its distribution decision for sustained success.

**MGNREGA: Issues and Challenges**

(With Special reference to Rajasthan)

ALOK SHARMA AND DEEPESH KR. SAINI\*\*\*\*

NREGA is designed as a safety net to reduce migration by rural poor households in the lean period through a hundred days of guaranteed unskilled manual labour provided when demanded at minimum wage on works focused on water conservation, land development & drought proofing.

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## **MGNREGA: Issues & Challenges**

ANIL GUPTA, KASTURILAL\*

In the State of Jammu and Kashmir the scheme was introduced in year 2006-07 and district Doda got the distinction of being the first area of the state where the scheme was launched. District Jammu was brought under the ambit of scheme in 2007-08 and the rest of districts were covered under the scheme during year 2008-09.

## **Performance of NREGA in Orissa: A Study of Balasore District**

ARJUNA KUMAR SAHU AND RAMESH CHANDRA MISHRA\*\*

Balasore district was included under the Act in 2nd phase from April-2007. Under this Act, employment for minimum 100 days in a year is the constitutional right of the job-card holding households, and if the administration fails to ensure this, then the card-holders are entitled for unemployment allowance. This social welfare programme is primarily intended to enhance the livelihood securities of the people in rural areas by supplementing wage employment opportunities to the unskilled labour force.

## **MGNAREGA – A New Hope for Rural Empowerment**

ARUN SHARMA\*\*\*

To face challenges regarding making this scheme more effective it is right time to learn from the experience and to prepare for the challenges ahead. Strengthening the Panchayati Raj Institutions is the need of the hour. Use of modern technology and professional management approach can make a big change.

## **Impact of MNREGA on Rural India**

ASHISH KUMAR PANDEY\*\*\*\*

Since its enactment in 2005, MgNREGA is playing an important role to improve the livelihood security of rural Indians by securing a floor level of income and employment for them. The Act provides at least one hundred days of guaranteed wage employment in every fiscal year to every rural household whose adult members prepared to do unskilled manual work. The paper highlights impact of MNREGA on rural India.

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### **MGNREGA: A Study in Chhattisgarh**

ASHISH KUMAR SRIVASTAVA AND PT. RAVI SHANKAR SHUKLA\*

In Chhattisgarh, a number of challenges have been imposed by demographic profile of the state, which the government should take as an opportunity for the development of state. The challenges are lack of awareness, minimum application of act, worksite facilities, contractor's involvement, selecting workers, transparency safeguards, wage payments, godi (piece rate), use of assets etc. These challenges also have impact on implementation of NREGA on the issues like food security, migration of workers, involvement of women in workforce etc.

### **MGNREGA: Issues and Challenges**

ASHOK NAGAR AND MUKESH KUMAR MAHAWAR\*\*

This paper uses a new participatory research method, referred to as Process- Influence Mapping, to shed light on these issues and related governance challenges, using the implementation of NREGA as an example. The Process-Influence Mapping tool helps identify the specific features of the NREGA implementation process that limit the program's effectiveness (for example, elite capture in definition of work and capacity limitations due to staff shortages and lack of training) and create scope for the misappropriation of funds'.

### **MGNREGA – A Critical Overview**

AUDHOOT SATARDEKAR\*\*\*

MGNREGA may be discouraging rural workers from moving to areas of higher productivity where skills for better employment can be obtained, and so may be delaying economic transformation.

### **Mahatma Gandhi National Rural Employment Guarantee ACT: A Study**

B. VIJAYA AND PRAKASH T.T.\*\*\*\*

MGNREGA has given people a right to work, to re-establish the dignity of labour to ensure people's economic and democratic right and entitlements to create labour intensive infrastructure and assists and to build the human resource base of our country.

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### **MGNREGA : An Overview**

B.B. MANSURI\*

MGNREGA aims at enhancing the livelihood security of people in rural areas by guaranteeing hundred days of wage-employment in a financial year to a rural household who volunteer to do unskilled manual work. Though there are some shortcomings like misappropriation of funds at some places, this Act is really a boon for the rural people. If it is implemented transparently, corruption will be eradicated and certainly it enhances the standard of living of the rural people.

### **MNREGA: Issues and Challenges**

BHAWANI SHANKER SHARMA, RAMESH KUMAR GUPTA\*\*

The main objective of MGNREGA is to provide guaranteed employment for at least 100 days to a major member of a family in rural areas. This will help in creating employment opportunities in rural areas of India. Initially it has been initiated in 200 districts and will be implemented in other areas as notified by central government.

### **The Mahatma Gandhi National Rural Employment Guarantee Scheme: Issues and Challenges**

BIJAY KUMAR SINHA\*\*\*

The MGNREGA is a national law funded largely by the central government and implemented in all states, which creates justifiable "right to work" for all households in rural India. Under the MGNREGA, rural households have a legal right to get "not less than 100 days of unskilled manual labour on public works in each financial year". Significant efforts were made by campaign groups to highlight the crisis of food and work in India. MGNREGA has been widely recognised by all concerned as the most successful programme in our country during recent years.

### **MGNREGA: A Bird'S Eye View of Sustainable Rural Development**

BRAJABANDHU PADHIARI\*\*\*\*

The Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) is one of the greatest experiments undertaken in India to eradicate rural poverty by eliminating all the efforts and gaps encountered with such previous schemes. Rural poor families are targeted to get benefits of guaranteed employment and livelihood to supplement their family income.

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### **MGNREGA: Issues and Challenges**

C. RAJA RAM AMBEDKAR AND ANDHRA UNIVERSITY\*

The Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) 2005 was launched in February 2006. There is clear evidence to suggest that, while implementation has been very uneven across states and districts, four positive impacts are visible: (i) agricultural wages have increased; (ii) distress increased; (iv) specifically water conservation structures have been built and, in many cases, have been revived.

### **Role of MGNREGA in Rural Enrichment - A Case Study of Dhanbad District of Jharkhand**

CHANDRAMA SINGH, H.K. SINGH, MEERA SINGH AND BAPI BANERJEE\*\*

MGNREGA plays an important role in the development of rural areas. The present study focuses the role of MANREGA for reducing the rate of Poverty in rural area. This article throws light on block wise performance on MGNREGA in Dhanbad.

### **Mahatma Gandhi Rural Employment Guarantee Act: A Progressive Step for Rurl Development**

CHITA RANJAN OJHA\*\*\*

The NREGA addresses itself chiefly to working people and their fundamental right to live with dignity. The success of the NREGA, however, will depend on people's realization of the Act as a right. Effective levels of awareness and sustained public pressure are crucial to ensure that the implementation problems are addressed and the objectives met.

### **MGNREGA Scheme Implementation of Strategies on Rural Areas**

D. SATISHBABU, G. RAJARAM AMBEDKAR AND K. SATYANARAYANA\*\*\*\*

The value of the scheme multipliers can be enhanced substantially by understanding works linked to consumer goods production and infrastructure development in the fields of public health, and education.

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## **The MGNREGA: An Innovative Policy to Boost the Rural People**

D.N. SAH\*

The significance of MGNREGA (NREGA) lies in the fact that it operates at many levels. It creates a social-safety net for the vulnerable by providing a fall-back employment source, when other employment alternatives are scarce or inadequate. It adds a dimension of equity to the process of growth. Not only it, but it creates a right based framework for wage employment programmes, by conferring legal entitlements and the right to demand employment upon the workers and makes the Government accountable for providing employment in a time bound manner.

## **MGNREGA –ISSUES & CHALLENGES**

D.N. VYAS AND J.H. VYAS, G.L. PEDIWAL A.K. DHANAGARE AND V.R. GAWHALE\*\*

National Rural Employment Guarantee Act, Commonly known as NREGA has been the recent and most effective attempt for employment generation with almost giving right to work to the rural poor. It has been devised as a public work programme to address the issue of a rights-based approach to development; provide income security to the rural households through guaranteed wage employment; reduce/check distress migration from the rural to urban areas; and create durable community assets in the rural areas to trigger an overall development of about six lakh Indian villages.

## **MGNREGA in Jammu and Kashmir: An Overview**

DARAKHSHAN ANJUM\*\*\*

NREGS has been launched in Jammu and Kashmir from February, 2006 initially in three districts. The scheme has been further extended to two more districts from April, 2007. At present, this scheme is being implemented in all the districts of the State. This paper provides a complete look about employment generated, number of households issued job cards, total availability of funds, and total expenditure in the State Jammu and Kashmir.

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### **Performance of MGNREGA with Special Reference to Jalpaiguri District of West Bengal**

DEBASISH BISWAS, DEBABRATA MITRA AND PARAMITA CHOUDHURY\*

The rationale for workfare programmes rests on some basic considerations. The programmes provide income transfers to poor households during critical times and therefore enable consumption smoothing specially during slack agricultural seasons or years. Durable assets that these programmes may create have the potential to generate a second round of employment benefits as necessary infrastructure is developed.

### **Role of Technology in Implementing MGNREGA**

E. SUBBARAO, P.P. CHANDRA BOSE AND B. CHELLAYYA\*\*

The aim of the paper is to give complete information about biometrics process in MGNREGS, implementation and performance of MGNREGS, challenges, measures for governance reform and transparency.

### **Inclusive Growth through MGNREGS: A Case Study of Mizoram**

ELANGBAM NIXON SINGH\*\*\*

The present paper tries to assess the performance of the MNREGS towards the achievement of inclusive growth in Mizoram. The study also encompasses the impact of NREGS on the villages, causes of success as well as the main challenges of the scheme faced in Mizoram. This paper argues that a well implemented MGNREGS can be viewed as an important component of a full employment strategy in a developing country like India.

### **Mgnrega Issues and Challenges (A Study with Reference to Pondicherry and Karaikal Districts)**

G. RADHIKA AND AND RAMACHANDRAN AZHAGAIAH\*\*\*\*

The study covers 98 villages of Pondicherry and Karaikal districts of Puducherry region. The districts are divided into three blocks viz Ariyankuppam block (contains 37 villages), Villianur block (contains 34 villages) and Karaikal block (contains 27 villages). The study intends to give diagrammatic explanation of caste-wise, gender wise details under the chosen three blocks of Puducherry region. The study results have proved that there is a significant relationship between Growth in MGNREGA and Agriculture related activities in Pondicherry and Karaikal districts.

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\*\*\*Dr. Elangbam Nixon Singh, Associate Professor, Department of Management, Mizoram University, Aizawl.

\*\*\*\*G. Radhika and Dr. Ramachandran Azhagaiah, Associate Professor of commerce.



### **MGNREGA : Planning and Execution**

G.L. GAUR, JAIPUR\*

The present study is based on primary data collected through a schedule. The researcher visited the work sites personally and gathered information regarding implementation of MGNREGA in surveyed village, district Naguar in Rajasthan. The objective of the study is highlight the process adopted for execution the MGNREGA. It also tried to judge the difference between planning and execution of the scheme.

### **Corruption Problem in MNREGA : A Study of Sagar District of Madhya Pradesh**

G.L. PUNTAMBEKAR AND AMAR KUMAR JAIN\*\*

Sagar district of Madhya Pradesh is one of the industrially backward districts of the state and therefore the MNREGA scheme was launched in the district in initial year of the scheme. In M.P., more than 3000 officers, employees and public-servants are facing probe under the act. To control on these corrupt practices, the government has taken several steps, such as wage payment through bank, vigilance committee and social audit system etc. But deception, collusion and plain exploitation is still hindering the basic purpose the scheme.

### **MNREGA in Madhya Pradesh : An analysis of Inclusive Growth Challenge**

G.P. YADAV AND ANIL KUMAR JAIN\*\*\*

MGNREGA (2005) is a special programme to provide employment opportunities to the rural people. The scheme is implementing in all the district of Madhya Pradesh Since April, 2008. The significance of MNREGA lies in the fact that it creates a right based framework for wage employment programme and makes the government legally bound to provide employment to those who seek it but if we analyze the work and funds expended on the programme in the state, only 70% of the funds allocated from the Central Government has utilized during 3 years from 2008-09.

### **MGNREGA: Issues & Challenges**

GANGADHAR V. KAYANDE PATIL\*\*\*\*

The MGNREGA is one of the largest initiatives of its kind in the world. The national budget for the financial year 2006-2007 was Rs 113 billion (about US\$2.5 bn and almost 0.3% of GDP) and now fully operational, it costs Rs. 391 billion in financial year 2009-2010. Funding was argued by Jean Dreze and others to be possible through improved tax administration and reforms, yet the tax-GDP ratio has actually been falling. There are fears that the programme will end up costing 5% of GDP.

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\* G.L. Gaur, Jaipur is faculty member.

\*\* Dr. G.L. Puntambekar and Dr. Amar Kumar Jain.

\*\*\*G.P. Yadav and Anil Kumar Jain is faculty member.

\*\*\*\*Dr. Gangadhar V. Kayande Patil, B.Y.K. College of Commerce, Nashik

### **Outcome of MGNREGA Schemes in Nagaland: An Evaluation**

GAUTAM PATIKAR\*

Many villages in Nagaland are reaping the benefits of using NREGA money for productive purpose like water conservation. But there are many more villages which have not been able to do so. Governments are approaching the NREGA as a purely wage employment Programme. Through this paper, an attempt has been made to evaluate the out come of MGNREGA schemes in Nagaland.

### **MGNREGA: A Critical Appraisal of Its Operation in Odisha**

GOPAL K. PANIGRAHY, BASUDEV CHHATOI AND KISHORE C. RAUT\*\*

Delayed payment of wages in the state is one of the factors which contribute to lack of interest and trust of the eligible working population about the scheme. It is therefore suggested that the government machinery to rise to the occasion to make the MGNREGA a success in the state. Civil Society Organizations in the matter has have to play a significant role in this regard.

### **Status of Employment Generation in India through MGNREGA**

HANUMAN PRASAD AND NEETU MITRA\*\*\*

The present paper makes an attempt to study the employment generation in various States of India through MNREGA. The paper also discusses the challenges in its way and the new initiatives being taken by the government to meet the challenges.

### **MGNREGA: Rural Employment in Madhya Pradesh**

I.P. TRIPATHI, ABDUL HAKEEM AND KRIPA SHANKAR TIWARI\*\*\*\*

MGNREGA scheme extended in M.P. in thirteen Districts they are Anoopur, Ashok nagar, Burhanpur, Chhindwara, Dewas, Datiya, Damoh, Guna, Harda, Katani, Panna, Rewa and Rajgarh. The object of this scheme is to provide employment of atleast 100 days in a year to adult members of village family, who are unskilled and to create permanent Assets in the village.

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\*\*\*\*Dr. I.P.Tripathi, Dr. Abdul Hakeem and Prof. Kripa Shankar Tiwari, Principal Govt Kedarnath P.G.College, Mauganj-Rewa.

### **MGNREGA: A Case study of Saran District in Bihar**

INDRAJIT PRASAD ROY\*

An attempt has been made in this paper to know the attitude, response and cognitive aspects of the MGNREGA respondents, elected public representatives and government officials for the effective implementation of scheme for eradication of poverty in the rural India. The study was carried out in Saran (Chapra) district of Bihar with the sample size of 1000 MGNREGA job card workers by adopting personal oral interview with the help of a questionnaire made for this purpose. Impact of this scheme was tested in rural areas of Saran district to determine the physical and financial achievements of this scheme.

### **Challenges and Impact of MGNREGA: A case Study at Nomula Grama Panchayat in Andhra Pradesh**

J.B. KOMARAIH\*\*

The MGNREGS is a demand driven programme for the rural people for getting 100 days of guaranteed employment in rural areas. It is massive development programme which requires continuous monitoring and evaluation for timely and appropriate interventions. The programme has the greater impact on employment, income generation, and reduction of migration, creation durable assets and ultimately developing livelihoods for rural people.

### **MGNREGA in India: Its Rationale with Special Reference to Assam**

JATINDRA NATH SAIKIA\*\*\*

MGNREGA programme, which provides assured employment opportunities at least for 100 days to the rural poor is really a very good programme which can increase the purchasing power of the downtrodden people in general and rural women in particular. Assam, which is one of the industrially backward states in the country is having problems of insurgency and extremism.

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\*\*\*Dr. Jatindra Nath Saikia, Associate Professor, Department of Human Resource Management, Golaghat Commerce College, Jyoti Nagar, Golaghat.

## **Financial and Physical Progress of Mahatma Gandhi National Rural Employment Guarantee Act**

JITENDRA AHIRRAO AND SURYAKANT CHAUGULE\*

The government of India has initiated, sustained, and refined many programs since independence to help the rural poor. In order to minimize unemployment in rural areas, the government of India launched a number of programmes and schemes from time to time but they did not achieve the desired quantum and became ineffective. India has had a number of antipoverty programs since the early 1960s. MGNREGA is new in the list.

## **The Role of MGNREGA in Rural Development**

JITENDRA KR. SHARMA AND RAVINDRA KR. KATEWA\*\*

In our comparison across states, we find that there are some differences in the implementation of the scheme. The districts in Rajasthan have done well in the initial implementation. However, in terms of the various types of activities and programs covered under NREGS, Gujarat has done better overall.

## **Status of MGNREGA Implementation: A Case Study of Jammu District**

JYOTI BAHL, MEENAKSHI SHARMA AND AARTI BAHL\*\*\*

Major assets created under MGNREGA in Jammu District include Rural Connectivity, Flood Control and Protection, Water Conservation and Water Harvesting, Drought Proofing, Micro Irrigation Works, Renovation of Traditional Water bodies and Land Development. Though the programme is facing some genuine difficulties in its implementation process, but the problems will surely fess out easily and MGNREGA will not only empower our rural youth economically but also help in creating sustainable assets.

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### **Impact of MGNREGA on Rural Poor**

K. KANNIAMMAL AND U. JERINABI\*\*

This research study has been undertaken to examine the impact of this MGNREGA programme on rural poor (non agriculturists) beneficiaries and the farmers in Suler Block, Coimbatore District, Tamil Nadu. Based on simple random sampling method 680 respondents: 340 beneficiaries of MGNREGA and 340 agricultural farmers were selected for the study. Period of the study was two years from 2009-10 to 2010-11. The study reveals that the MGNREGA programme is a boon to the non agriculturist rural poor and is the first ever law internationally, that guarantees wage employment at an unprecedented scale.

### **Critical Issues of MGNREGA**

K. LAKSHAMMA RAO\*\*

By design MGNREGA is different from any employment generation scheme that has been previously implemented. It required a different approach towards employment generation schemes and towards overall involvement of the State in providing the right to employment to its masses. The main objectives of this scheme are rural development and employment.

### **MGNREGA: Challenges- Learnings from Kerala**

K. MANOHARAN NAIR AND A.V BIJU\*\*\*

The present study aims at showing the correct picture of implementation of MGNREGA in Kerala and depicting the importance of LSG's in the implementation of MGNREGA and viewing the current issues and challenges and measures to overcome these challenges.

### **Mahatma Gandhi National Rural Employment Guarantee (MGNREGA)-Issues & Challenges**

K.J. KALE\*\*\*\*

This paper sheds light on issues and related governance challenges, using the implementation process that limit the program's effectiveness and create scope for the misappropriation of funds. The insights gained can be used to identify policy options for reforming the administrative process of NREGA implementation so as to create an effective social safety net.

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\*\*\*\*Prof. K. J. Kale, Anantrao Thopte College, Bhor, Dist -Pune, Pune University, Maharashtra.

### **MGNREGA for the Development of Rurla People**

KAMAL KANT MANDAL AND SUJATA KUMARI\*

What is of vital necessity for the success of MGNREGA is raising the level of awareness of the people. Only awareness can save them from the unscrupulous village and district officials. By awareness only the level of development of the village, district, state and a nation as well as upliftment of rural peoples/tribals can be achieved.

### **Problems and Prospects of National Rural Employment Gurantee Act: A Kaleidoscopic View**

KAMINI JAIN AND H.K. SINGH\*\*

The specific objectives of the paper are: to assess the benefits derived from participation in NREGA; to analyse the impact in terms of employment, wage earnings and livelihood. The present paper reporting positive achievements of NREGA largely. However there are several areas of serious concern as regards the achievements in the three major areas of NREGA: (1) entitlements of workers, (2)strengthening decentralized democracy, and (3) enhancing livelihoods of people.

### **Impact of MNREGA on Socio-Economic Condition in Allahabad District**

KESHAV SHYAM AND KRISHNA MURARI MISHRA\*\*\*

The present study meets and efforts of study the impact of socio-economic condition of beneficiaries in Allahabad in MNREGA. The study is exploratory in nature through the analysis of primary data. It was revealed that majority of beneficiaries are no improving social conditions and some benefit in economic condition. It is needed to the government to revise the policy implementation in order to benefit more in rural population.

### **Performance of MGNREGA in Manipur**

KINGSHUK ADHIKARI AND PINAK DEB\*\*\*\*

The present paper analyses the performance of MGNREGA in the state of Manipur which is characterized by high degree of political turmoil, economic volatility and ethnic conflicts. There exists inter-district disparity in the performance of MGNREGA in the state of Manipur. The performance in some districts is abysmal while many other are not up to the expectation. The expenditure on rural connectivity is the highest in the state and this trend is by and large similar in all the districts. The share of Scheduled tribes in the total person days is very high in many districts under MGNREGA in Manipur and women's share is also at a moderate level.

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\*\*\*\*Dr. Kingshuk Adhikari, Assistant Professor, Department of Commerce and Pinak Deb, Research Scholar, Department of Commerce, Assam University, Silchar.

### **MGNREGA: Boon to the Society**

KSHAMA AGARWAL AND KOMAL PALIWAL\*

In this paper an attempt has been made to identify the factors which become the obstacle in the way of NREGA and to study whether the act was successful or not in Dungarpur district of Rajasthan. The result of the study shows that Dungarpur is far ahead in creating more employment opportunity and person-day as compared to other district and all the facilities are available at the worksite but the employees are not fully satisfied with the wage payment.

### **MENREGA: Issues and Challenges with Special Reference to Chhattisgarh**

LAXMAN PRASAD AND S.K. SHARMA\*\*

MGNREG act introduced with an aim of improving the purchasing power of the rural people. Primarily semi or unskilled work to people living in rural India.

### **MGNREGA: Issues & Challenges**

LAKSHMAN PRASAD JAISWAL\*\*\*

As is obvious from the study, noted in the full paper, it is gratifying to note that the capital formation in agriculture is an important aspect of this programme. The Act itself spells out the type of works which are permitted. A particular importance of the NREGP is that many of the assets created under the programme can directly benefit the poor.

### **MNREGA: Whether It Really Matters for Socially Deprived Classes?**

M. SHIVALINGEGOWDA AND M. MAHADEVAIAH\*\*\*\*

India so far, revealed mixed opinion about the implementation of the Act. Studies carried out by various experts, scholars and institutes appreciated the operational performance of the scheme. However, some of the experts have critically viewed the implementation from the view point of social inclusion. Hence, this paper makes an attempt to study how far this scheme is successful in meeting the needs of socially deprived classes. It mainly focus on socio-economic empowerment of people belonging to scheduled caste, scheduled tribe and other backward classes.

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### **Convergence in MGNREGA**

M.G. GACHCHANAVAR\*

The aim of this programme is to enhance livelihood security of households in rural areas of the country by providing at least one hundred days of manual wage employment to every household in a year. If this programme achieve it objectives of , first, providing work and thus income to the poor and marginal sections of the society and second, create productive assets that raise land productivity.

### **Towards Rural Transformation: Growth, Challenges and Road Ahead of MNREGA**

M.K. DEKATE, RAMRAJ T. AND SUNIL BAPU KADAM\*\*

The paper is an attempt to understand the participation of SC/STs and marginalized sector people in the scheme. However, the study is based on secondary data. The data is collected from various reports from Ministry of Rural Development, leading journals, unpublished reports and CAG report.

### **MNREGA: Issues & Challenges**

M.S. TRIVEDI\*\*\*

The study reveals that despite numerous problems, NREGA is a program that has begun to make a difference in the lives of women. Furthermore, it is popular among the workers, who routinely ask if more work could be made available to them under the MNREGA. Clearly, there is a massive demand for MNREGA work, and the administration should respond to it by increasing the scale of employment.

### **Problems and Prospects of National Rural Employment Guarantee Act – An Assessment**

M.P. SURI GANESH, S. TARAKESWARA RAO AND G. TULASI RAO\*\*\*\*

The *panchayats* has been identified as the key implementation organization for NREGA. Under NREGA, a *panchayat* of 100 households willing to work under NREGA will receive around Rupees 10-lakh as wages and material cost. Since this amount is almost 3 times more than what they usually receive, it has serious implications,

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## **MNREGA: Issues and Challenges**

MADHUKAR SINHA\*

Hurdles faced during implementation of MGNREGS discussed at state level workshop. In state where majority of the population lives below the poverty line and coalition government floats new schemes every month for the benefits of the poor, the leadership has shown little political will to utilize Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) for the upliftment of the underprivileged class.

## **Mahatma Gandhi National Rural Employment Guarantee: A Progressive Step for Rural Employment**

MAHENDRA MISHRA\*\*

The multidimensional nature of poverty in our country has been increasingly recognized over time. Due to this reason plight of rural unskilled labour force from their native places to urban areas has become a regular phenomena. MNREGA is an attempt to resolve these serious issues and control the rural plight by providing employment opportunity. An attempt through this paper has been made to analyze the different issues and challenges and achievements of the scheme with the help of data available in this regard.

## **An Overview on MGNREGA: Issues & Challenge**

MANISH KUMAR AND KAMTA KUMAR\*\*\*

In this paper, we have tried to spell out a blueprint of reforms that are needed for MGNREGA to realize its true potential. This blueprint springs from a vision of deepening decentralization and grassroots democracy through devolution of funds, functions and functionaries to PRIs. Since funds are not so much of an issue after MGNREGA, functionaries are the real bottleneck, which must be taken care of by a re-visioning of the cutting edge of implementation of MGNREGA through the establishment of Gram Vikas Sankuls below the block level.

## **Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA)**

MANORANJAN PARHI\*\*\*\*

MNREGA is still in its formative stage of implementation. Despite many odds MNREGA remains the ray of hope of the poor people in rural India. The need of the hour is to build countervailing pressures in the direction of transparency and accountability. It is important to emphasize that the future of MNREGS, which is now even a legal entitlement for the deprived people living in rural India, is securely tied with the functioning of the PRIs in India.

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\*\*\*\*Manoranjan Parhi, Reader in Commerce, Udala College, Udala, Mayurbhanj, Odisha.

### **Recent Initiatives for Rural Development in India - An Overview**

MD. FAIZANUDDIN AND RAKESH KUMAR MISHRA\*

The Ministry of Rural Development in India is the apex body for formulating policies, regulations and acts pertaining to the development of the rural sector. Agriculture, handicrafts, fisheries, poultry, and dairy are the primary contributors to the rural business and economy. The Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) 2005 was introduced by the Ministry of Rural Development, for improving the living conditions and its sustenance in the rural sector of India.

### **Transforming Rural India: Challenges and Opportunity of MGNREGA**

MERUGU PRATIMA\*\*

This paper focuses on the (i) the concept of National Rural Employment Guarantee Act NREGA (ii) impact of national rural employment guarantee act (iii) Challenges and Opportunity of NREGA (iv) fulfilment of the NREGA objective.

### **Impact Assessment of MGNREGA: An Empirical Study in the Rural Development of Assam**

MIZANUR. RAHMAN AND JYOTISH BORDOLOI\*\*\*

NREGA is the landmark legislation in social security and a tool for rural development. This program has the tremendous potentiality of improving the rural economy, rural infrastructure and rural poverty situation in Assam. The present study on evaluation of the NREG Scheme is intended to assess its impact on the rural development and how it affects in the condition of rural life of the people of Assam by gauging different parameters associated with the scheme. The study also assesses the impact of the Act on income of workers, women, agriculture and irrigation, poverty, benefits to small and marginal farmers and rural connectivity etc.

### **MNREGP: A Boon for Rural Development**

N. VENKATESWARA RAO AND P. PURNA CHANDRA RAO\*\*\*\*

It may be noted that rural India, which suffers from poor infrastructural facilities, offers vast opportunities for employment generation. The idle manpower can be used for the creation of such assets as minor irrigation, rural roads, rural housing and social forestry. These assets strengthen the regional economy, and productivity and production will be increased. Financing of rural work programmes will not be a problem if the states are able to mobilize additional financial resources from those benefited from such programmes.

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### **MGNREGA in Manipur-Need to Sharpen**

N. TEJMANI SINGH AND TH. JITENDRA SINGH\*

MGNREGS is one of the greatest experiments undertaken in our country and provide wage employment to rural poor people in various projects. The present study is an endeavour to analyse the district-wise outcomes of Manipur state, criticism and measurements. This scheme has facilitated to rural poor people to get employment for survival and earn their income for livelihood in this backward state.

### **MGNREGA: Issues and Challenges**

(With Special Reference to Rajasthan)

N.D. MATHUR\*\*

MGNREGA needs transparency. The success of the scheme depends on enabling workers in rural areas to receive their entitlement under the act as well as to leverage resources provided under the scheme to access development opportunities through other programmes for transiting from wage employment to sustainable livelihood. In Bihar it has been tried successfully.

### **MGNREGA as a Tool of Inclusive Growth in Indian Economy (A Case Study of Bihar)**

NAGENDRA KUMAR JHA\*\*\*

So far Bihar is concerned, it has implemented in all districts of the State. This programme has generated about 3296 crore mandays of employment for 98.18 crore households in 2010-11. The rate of utilization is 51.68% against the national average of 68.9%. The scheme has great impact on rural development as well as on economic development of the Country. However, successful operationalisation of the act is a big challenge for the State as well as Central Government.

### **MGNREGA Implementation Strategies & Challenges: A Success Story of Andhra Pradesh**

NAGESWARA RAO AND VIJOY PRASAD\*\*\*\*

Andhra Pradesh Government leverages TCS' expertise to implement NREGA effectively. The insights gained can be used to identify policy options for reforming the administrative process of NREGA implementation so as to create an effective social safety net.

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\*\*\*\*Dr. Nageswara Rao, Ch. Gangabhavani and R. Sarada Devi Ph.D Research Scholars and Dr. Vijoy Prasad Andhra University, Visakhapatnam.

### **A Case Study of the Functioning of the MGNREGA in North District of Goa**

NAMDEV M. GAWAS AND SANCHILIANA FARIA\*

This study attempts to examine and assess the functioning of the employment guarantee programme awareness, employment generated and the timing of employment generated. This paper also highlights the financial grants received from the central governments and some constructive suggestions are offered based on the discussion and findings.

### **MNREGA: Issues and Challenges**

NARESH KUMAR\*\*

Certainly MGNREGA improved the financial condition of lakhs of people of India. Many of the states increased the minimum wages rate as indicated below after introduction of MGNREGA.

### **Myths of MGNREGA: A Micro Analysis**

NAVEEN KUMAR MISHRA AND MUNNI KUMARI\*\*\*

The report focuses mainly on procedural lapses, and constructive ways to address them. Of course, corruption can be eradicated from MGNREGA, and the way to do it is to enforce the transparency safeguards that are built into the Act and the guidelines.

### **Performance of MGNREGA in Assam – An Inter District Analysis**

NIKHIL BHUSAN DEY, KINGSHUK ADHIKARI AND KALYAN DAS\*\*\*\*

The present paper tries to evaluate the performance of MGNREGA in the state of Assam. Moreover, inter districts comparison in terms of number of job cards issued, man days generated, funds utilization and the works done in different categories have also been studied in the paper.

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\*\*\*\*Prof. Nikhil Bhusan Dey, School of MGMT. Studies, Assam, University, Silchar and Dr. Kingshuk Adhikari & Mr. Kalyan Das, Assam University, Silchar.

### **Women's Participation in MGNREGA**

NIRANJAN KUMAR NIRAJ, NIRAJ KUMAR AND RCHANA KUMARI\*

The Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) holds the powerful prospect of bringing major changes in the lives of women. The rural employment guarantee legally enshrines the right to work for 100 days, is demand-driven, now has national coverage, in-built mechanisms for accountability and shows a measure of gender sensitivity in its design.

### **Critical Issues in the Fulfilment of MNREGA Objectives**

O.N. DUBEY AND MUKESH KUMAR ROY\*\*

This paper describes the issues that plays vital role in the fulfilment of the objectives of the MNREGA Act. The paper also tries to explain all about the plan (MNREGA Act, 2005). The paper aims at providing the working and its future work prospects in the Indian economy. This paper deals with the simple statistical tools like as average. An effort has been made to put the points in a systematised way with the help of few tables.

### **Conveergence for Sustainable Development in MGNREGA: Evolving Role of ICT**

OM PRAKASH GUSAI\*\*\*

In order to enforce transparency at the grass root level, the Ministry of Rural Development integrates the use ICT devices, especially Biometrics and integration with UIADAI to introduce biometric attendance on site and to improve the overall delivery system in the implementation of MGNREGA by capturing all the processes right from registration, demand of work, issue of dated receipt, allocation of work, attendance at worksite with GPS coordinates, measurement of work and wage payments.

### **Planning to Implement MNREGS – A Study on UT of Puducherry**

P. VEERAAIAH, K. ILAVAJAGANE AND A. RENUKA\*\*\*\*

In this paper we covered the implementation of NREG in the UT of Puducherry, Planning to implement NREG in different levels such as Panchayat & Intermediary level and district level plans. The National Rural Employment Guarantee Scheme successfully implemented in 71 villages in Pondicherry and Karaikal districts through preplanned approach.

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## **Role of MGNREGA for Socio-economic Development of Bongaigaon District**

PHATIK CH. KALITA\*

Bongaigaon is one of the 27 districts of Assam. The district was created very recently. On 29<sup>th</sup> September, 1989, the creation of Bongaigaon District was declared by the Government of Assam with its headquarter at Bongaigaon. The paper is prepared with a view to know about the role played by NREGA for socio-economic development and the problems faced by the scheme itself in implementation and problems faced by the household who are seeking for job through this scheme in Bongaigaon district. Another objective of the study is to find out the effectiveness of this scheme in comparison to other such schemes.

## **MNREGA - Transparency & Accountability**

(A Critical evaluation of CAG Report)

PRADEEP SHARMA\*\*

Rural poverty and its eradication has been part of the discourse since independence. A plethora of programmes since then have been tried in rural India to eradicate poverty, with varied impacts. It has been often argued in certain quarters how rural works programmes have become important instruments in the strategies for alleviating poverty and hunger in many developing countries.

## **MGNREGA: Issues and Challenges**

PRADEEP KUMAR SHARMA, M.L. SHARMA, R.K. GUPTA VISHWAS SHARMA\*\*\*

The present study reveals the two faces of MNREGS in Jhabua District. On the one hand awareness among people and rate of employment generation is increasing, while on the other hand the delayed in payments to the Households has become critical issue. The assets created in rural areas are also of low quality due to lack of skills among workers. The government needs to take serious action to overcome this problem.

## **MGNREGA: A Scheme for Poverty Alleviation**

PRAFULLA CHANDRA MOHANTY, SUSHANT MOHANTY AND PRADEEP KUMAR MOHANTY\*\*\*\*

This paper attempts to focus on different aspects of MGNREGA, the need and justification of such a scheme in rural India. It also discusses the rationale of creating different permanent asset and income generating resources to make a viable and sustainable rural development through Panchayati Raj mechanism in the context of a village level field based study in Ganjam district of Orissa.

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\*\*\*\*Dr. Prafulla Chandra Mohanty, Retd. Principal Ganjam College, Ganjam (Odisha)-761008, Mr Sushant Mohanty and Mr. Pradeep Kumar Mohanty, Research Scholar.

### **Problems and Prospects of MGNREGA: A Case Study in the Jorhat District of Assam.**

PRASANTA SHARMA AND HOREN GOOWALLA\*

This study suggests that for transparent mechanism and better implementation, the process of social audit should be done before, during and after the work is undertaken. Finally, it can be said that NREGA is by far, the most ambitious attempt to tackle the unemployment problem in India.

### **Women Empowerment through MNREGA**

PRASASTHAN M.K. AND VISHNU GOPAN\*\*

In this study, by taking MNREGS as the base, we are trying to give light on the impact of MNREGS on the social participation of women and the impact of MNREGS on the income level and savings habit of women. The major findings of the study are that the trend of women taking membership in MNREGS is definitely increasing. After becoming a part of MNREGS, women are found to invest their savings in purchase of immovable assets like home and land. Engagement of women in cultural activities has increased from 66 to 93 per cent after participating in MNREGS.

### **MGNREGA – Issues and Challenges**

(A Study on Allahabad District, Uttar Pradesh, India)

R.K. SINGH AND MANU BHATT\*\*\*

It is analyzed in the paper that MGNREGA wages plays an important role in the financial life of the job card holder's family. But there are some areas of improvement i.e. less contribution of women, no unemployment allowance for number of work days, incomplete target of 100 days employment and no skill work for further development of human resource.

### **MGNREGA: Boon or Bane**

R.K. SRIVASTAVA, C.K.L. DAS AND KAMLESH KUMAR\*\*\*\*

MGNREGA has achieved moderate success in two of India's largest states Uttar Pradesh and Bihar. However, as the programme has unfolded, certain questions are being raised. The criticism are (i) in some states low wages are paid than the stipulated by the Act (ii) CAG of India in its report has mentioned that funds are being misutilized in some states (iii) it is also noticed that most of the works are confined to papers only and quality is not being maintained etc.

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### **MGNREGA: Issues and Challenges**

R.L. NAG, B.K. GUPTA AND B.K. PRASAD\*

Unemployed persons lack economic empowerment which deprives them and also those persons dependent on former, of access to goods and services required for the wellbeing. The Government of India which is always aware of the dismal rural economic scenario has left no stone unturned to fight out the hurdles on the way to rural development.

### **Villagers' Perception Towards MGNREGA: A Case Study**

R.P. DAS AND MR. LAO MANNA\*\*

Present study is a modest attempt to examine whether the mission with which this noble scheme of the government is put in to action or not and whether it's true beneficiaries of the scheme are benefitted or not. A modest attempt has been made in the present study to find out the magnitude of MGNREGA Scheme in two districts of Chhattisgarh state. For the purpose of the study attitude and the perceptions of the villagers toward the Scheme operating in their respective villages are assessed with the help of a schedule.

### **MGNREGA and Sustainable Development**

RADHA RAMAN DAS AND PRAVEEN KUMAR\*\*\*

Sustainable development is closely linked with environment depletable resources. Polluted air, water and land and global warming have now appeared to be a hurdle to sustainable development. The Primary objective of the NREGA is augmenting wage employment. Its auxiliary objective is strengthening natural resources management through works that address causes of poverty like drought, deforestation, soil erosion and so encourage sustainable development.

### **MGNREGA: Its Impact on Economic Development with Special Reference to Uttar Pradesh.**

RAJAT KUMAR SANT AND RAJENDER KUMAR\*\*\*\*

According to CAG report, only 3.2 per cent of registered households have been provided work for 100 days. It is found around 55 per cent of registered households have actually accessed NREGA employment. Therefore, the percentage of the registered households accessing 100 days is not an indicator of the health of the programme. The CAG report also points that out of 513 of the surveyed Gram Panchayats 74 have not completed the distribution of job cards. Nevertheless, it means 439 (85.58 per cent) panchayats have actually completed the task of distributing the job card.

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\*\*\*\*Dr. Rajat Kumar Sant, Asst. Prof., Dept. of Commerce, Maharaja Agrsen College, University of Delhi, New Delhi and Dr. Rajender Kumar, Assistant Professor, Dept. of Commerce, Rajdhani College, University of Delhi,



### **Evaluation of MGNREGA Scheme in Rajasthan (A Critical Analysis of Jaipur District)**

RAJEEV K. SAXENA AND K.C. SHARMA\*

The MGNREGA achieves twin objectives of rural development and employment. The MGNREGA stipulates that works must be targeted towards a set of specific rural development activities such as: water conservation and harvesting, afforestation, rural connectivity, flood control and protection such as construction and repair of embankments, etc. Digging of new tanks/ponds, percolation tanks and construction of small check dams are also given importance.

### **MGNREGA – Issues and Challenges**

RAJEEV PRABHAKAR AND SANDEEP KUMAR GUPTA\*\*

There are certain drawbacks in MGNREGA implementation which are restricting the efficacy of MGNREG scheme in the life of its objective. First of all awareness has to be created about their rights among the workers. Funds have to be released on time by the Government so as to avoid delays which effect the motivation level of workers. Properly motivated and qualified staff should be appreciated so as to create commitment at regularity.

### **MGNREGA– Issues & Challenges**

RAJEEV RANJAN SHARMA AND MANOJ KUMAR\*\*\*

This research aims to test the issues & challenges causing barriers in the accomplishment of the object of MGNREGA. For this, data have been taken from Topchanchi Block, and interviews were done with Block Programme Officer Topchanchi & other MGNREGA Assistants of that Block.

### **MNREGA - Issues and Challenges**

RAMESH KUMAR GUPTA\*\*\*\*

This act has been introduced aiming towards improving the purchase power of rural people and to provide job to unskilled labour interested to work. The management aspect to implement MHNREGA effectively has been discussed with a view to provide employment according to intention of act, payment of remuneration to workers, and planning and inspection of work leaving behind no lapse.

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\*\*\*\*Dr. Ramesh Kumar Gupta, Asst. Professor, Department of ABST, University of Rajasthan, Jaipur.

### **A Review of SCs and STs Employment under MGNREGA in Himachal Pradesh**

RAMNA\*

Biometric enabled- ICT based MGNREGA process for safeguarding the worker's rights, enhanced productivity and sustainable development. Strengthening of Gram Panchayats and empowering the workers are among the key areas where the emphasis would be in the years to come making it an effective instrument of inclusive growth and development.

### **Issues and Challenges of Supply Chain Management**

RAVINDRA D. GHARPURE AND SUDHIR N. JUARE\*\*

The paper reviews latest findings in the most relevant areas, namely the importance of a proper supply chain strategy that is a pre-condition for business process renovation and mitigation of supply chain connected risks. Performance measurement is also a pre-condition for proper management. Supply chain frameworks and standards that provide guidelines in facing those challenges are reviewed.

### **MGNREGS – A Boon for the Empowerment of Rural Women**

REMYA KRISHNAN G.R. and DR. RESIA BEEGAM S.\*\*\*

Participation of rural women in MGNREGS is an indicator of women's economic independence and their improved social status. As women become the part of MGNREGS, they can retain her income and use it at her own discretion at household level.

### **Evaluation of MNREGA in U.P.: An Empirical Case Study of Allahabad District**

RINKU JHA AND ANUPAMA MEHTA\*\*\*\*

The organizational frame of MNREGA needs to be modified. There should be separate secretary for MNREGA, who should not be ours loaded with other rural schemes. MNREGA officials who are employed on honorary basis should be given permanent job so that they can work whole heartily rather than worrying for their job.

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\*\*\*\*Dr. Rinku Jha, Lecturer, M.G.P.G. Degree College, Fathepur and Dr. Anupama Mehta, Researcher, Allahabad.

### **MGNREGA: Its Impact on Beneficiaries Food Consumption**

(A study in Andhra Pradesh State)

S. TARAKESWARA RAO, M.P. SURI GANESH AND G.TULASI RAO\*

Large-scale social safety net programs such as Mahatma Gandhi National Rural Employment Guarantee Scheme is difficult to implement due to governance challenges related to elite capture, leakages, and corruption. The ability to identify how the governance challenges of program implementation can be met requires detailed insights into the actual process of program implementation, with clear views on the source of leakage and mismanagement.

### **Right to Information (RTI), Social Audit and NREGA in Odisha**

S.A. TAHER\*\*

Since independence, free India has laid a strong foundation of legal frame works in the country by enacting many laws and act to promote socio-economic condition of the people in general and rural poor in particular. However, the greatest development in the legal history of the country has been earmarked with enactment of the right to information (RTI) Act, 2005 and the national rural employment guarantee Act (NREGA), 2005.

### **MNREGA - ISSUES AND CHALLENGES**

S.K. MANSURI\*\*\*

The following points are covered in these papers. Use of Machine-Contractor, Quality of Challenges, Delays in wage payments, Social Audit, vigilance and advocacy, Job card etc.

### **MGNREGA: A Tool for the Development of Rural People**

S.N. PANDEY AND GAURAV KUMAR\*\*\*\*

The development of rural area depends on location of various economic and social activities, their integration and proper linkages within a larger district framework. Development activities and organizational framework at different levels affect the economy and form of Districts, Taluka, Tehsil, Block and Panchayats need to be prepared and merge together for a balanced development.

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### **Few Challenges of MGREGA**

DR. S.S. NANDA\*

MGREGA guidelines are elaborate and stress on implementation and funding modalities for national level to the grampanchayat level. They stop short of operational detaining beyond the grampanchayat. However in reality the implementation operation actually starts from the grampanchayat and are more intense at lower level of village and habitation - the field where the action really lies.

### **MGNREGA: Issues and Challenges**

S.S.S. DURGA GANESH AND V.M. VEENA\*\*

MGNREGA has provided wage security for the poor household in rural India. The question still remains that whether the benefits actually reach the poor?. The major issues and challenges are absence of people-centered planning and problems in its implementation. The scheme also faces challenges like uneven implementation across the states and 'some evidence' of leakage of funds, late wage payments, use of machines, contractors, lack of transparency, distress migration, poor social audit mechanisms, failure in work demand etc.

### **MGNREGA: Issues and Challenges**

SAAD BIN HAMID\*\*\*

MGNREGA was launched on Feb 2, 2006 from Anantpur in Andhra Pradesh and initially it covered 200 poorest district of the country. 130 districts was added in 2007-08 Now it has spread to 625 districts across the country. It has the potential to increase the purchasing power of rural poor, and in turn it will reduce distress migration.

### **Towards Transforming Rural India: Issues & Challenges of MGNREGA**

SAHEBRA, K.V. SOMANADH AND K.G. MESHAM\*\*\*\*

The promise and potential of MGNREGA to transform socio economic dynamics in rural areas and restore ecological balance is enormous, necessitating continuous improvements and innovations in the program delivery. The insights gained can be used to identify policy options for reforming the administrative process of MNREGA implementation so as to create an effective social safety net.

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### **An Overview of MGNREG Scheme—Special Reference to Maharashtra State**

SANJAY J. TIDKE\*

In Maharashtra MGNREGA was started in 2006, the authority issued the number of job cards in up to current year is 59.87 lakh. 5.74 lakh people demanded the employment under this scheme and the authority provided employment to 5.65 lakh people. It's a great achievement in job providing promises of the government and of the part of social security too. At present 5973 household are working under this scheme.

### **Analysis of Women Empowerment through MGNREGA in Koraput District of Odisha**

DR. SANJEEB KUMAR JENA\*\*

There has been a clear indication that the selected interventions have enabled women to address some of their major strategic needs and could thereby prove itself as the route to gender equality. But it has shown that the program has a policy component, which if properly directed, could alleviate itself as a potent instrument for addressing gender discrimination and inequality.

### **MNREGA: Its Effects on Migration in Bihar**

SHASHANK BHUSHAN LALL AND PRIYANKA SINHA\*\*\*

This paper is an attempt to analyse the Mahatma Gandhi National Rural Employment Guarantee Act (MNREGA) that was launched in the year 2005 in India as a social security measure to provide employment to the people in rural India at their native place and curb migration to other places with reference to its effect upon migration of laborers in Bihar.

### **An Insight into Problems of MGNREGA**

SHESHRAO MARUTI AND WAGHAMARE SHIVAJI\*\*\*\*

The present paper intends to highlight the main issues associated with the implementation of MGNREGA. Furthermore, the study intends to cover plausible strategies to be followed to overcome the problems associated with it. A deeper insight into the scheme reveals that the ultimate success of the scheme hinges upon right implementation of the scheme. If done so, it will definitely prove to be the "Hope of the Poor".

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\*\*\*\*Mr. Sheshrao Maruti, Research Scholar and Dr. Waghmare Shivaji, Professor, Gulbarga University, Gulbarga.

## **Rural Employment Generation and Development through MGNREGA**

SHISHIR PANDEY AND AJAY ANAND\*

The present study investigates the role of MGNREGA in the development of employment and rural development in India. The study covers the recent development in rural employment in India through the government program Mahatma Gandhi National Rural Employment Guarantee Act (NREGA).

## **MGNREGA: A Revolutionary Step for Right to work**

SHIV PRASAD\*\*

The National Rural Employment Guarantee Act (NREGA) is one of the most progressive legislations enacted since independence. Its significance is evident from a variety of perspectives. First, it is a bold and unique experiment in the provision of rural employment – in India and indeed in the world at large. Second, it is the first expression of the right to work as an enforceable legal entitlement.

## **MGNREGA and Rural Employment: Issues and Challenges**

SHIVANAND. M. HUNGUND\*\*\*

It is clear that NREGA is a best scheme for the rural poor, who are unemployed and suffering from absolute poverty. The NREGA addresses itself chiefly to working people and their fundamental right to live with dignity. The success of the NREGA, however, will depend on people's realization of the Act as a right.

## **New Opportunities of Employment in MGNREGA**

SIDHARTH S. JADHAV AND D.N. GHUMBRE\*\*\*\*

By crafting the National Rural Employment Guarantee Act (NREGA) the union government has given a legal instrument in the hands of the poor based on the demand of the worker. The obligation to respond to demand is a legal compulsion. The NREGA has a universal reach in all the areas where this law applies. India is the first country to offer a legal guarantee like this on such an unprecedented scale.

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\*\*\*\*Dr. Sidharth S. Jadhav, Assistant Professor, Mrs. K.S.K. College Beed (M.S.) and Prof. D.N. Ghumbre, Assistant Professor, Mrs. K.S.K. College Beed (M.S.).

### **Improving Economic Condition of Rural People through MGNREGA: Case of Cachar District of Assam, India**

SOMA ROY\*

The present paper aims at assessing the potential of MG-NREGA in extending employment to the rural poor in general and women in particular, and examining how far this programme has succeeded in ameliorating poverty and unemployment in Cachar district of Assam. It is an attempt to arrest two individual but mutually dependent issues as regards the role of MG-NREGA: has it succeeded in extending financial and employment benefits to the poor men and women and whether it influenced their economic condition significantly?

### **Social Audit in NREGA: Ensuring Social Justice and Transparency**

SUDHANSU KUMAR DAS AND ADWAIT PRASAD SAMAL\*\*

Social audit in Dasarathpur block of Odisha has been doing wonderful work in identifying the weaknesses in the process of NREGA works, checking irregularities, promoting transparency in the system and making the people more empowered in getting their basic rights.

### **Some Issues on NREGA in Odisha**

SUDHANSU SEKHAR MISHRA\*\*\*

The NREGA, now called Mahatma Gandhi Rural Employment Guarantee Act came into effect in different States including Odisha from 2<sup>nd</sup> Feb. 2006. However, since then its questionable implementation has ever remained an object of criticism and controversy among both Government and non-Government circles, which the media quite often highlighted too.

### **MGNREGA: Driver of Rural Economy**

SUDHANSU SEKHAR NAYAK AND SUMAN KALYAN CHAUDHURY\*\*\*\*

A number of Centrally Sponsored Schemes have been implemented under Rural Development Mission and welfare of the poor. But NERGA is one of the greatest experiments undertaken in India to eradicate rural poverty. The scheme has been launched to supplement the error and gaps of all previous schemes with the involvement of Panchayats, civil society and local administration. Poor families were targeted to get benefits of employment and livelihood to supplement their family income.

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**MGNREGA: A Kerala Perspective**

SUMATHI A. SATARDEKAR\*

NREGS has suddenly increased purchasing power of the poor and there is visible local economic development. This is particularly true of Wayanad which was ridden with farmer suicides. The peasants have managed to get substantial relief from NREGS by getting over their inhibition in working as labourers in richer farmer's lands by moving on to the now-respectable public works.

**MGNREGA: Issues and Challenges**

SUNIL G. NARANJE\*\*

An assessment of MNREGA done by a parliamentary standing financial committee found that the scheme could not live up to its expectation. The benefits are unsatisfactory.

**MGNREGA: Issues & Challenges for Woman**

SURESH G. PARADVA\*\*\*

This paper examines the employment effects of the national rural employment guarantee scheme on rural women in area of Kachchh district. It argues that women workers have gained from the scheme primarily because of the paid employment opportunity and benefits have been realized through income consumption effects, intra household effects and the enhancement of choice and capability in area of Kachchh district. The women of Kachchh area have also gained to some extent in terms of realization of equal wages under the NREGA with long term implication for correcting gender skewness and gender discriminatory wages prevalent in the rural labour market in India.

**MGNREGA: A Study of Employment Generation in Maharashtra State**

SURYAWANAHI A.B.\*\*\*\*

The present study clearly indicates that the MGNREGA has provided multiple employment and income to rural communities while implementation has been very uneven across states & districts, positive impacts are visible: i) Agricultural wages have increased, ii) Distress migration has shown a decline, iii) Water conservation structures have been built, and iv) Area cultivated has increased.

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\*\* Prof. Dr. Sunil G. Naranje, Head of the Department, Commerce Board, Janata Mahavidyalaya, Chandrapur-442401, Maharashtra.

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\*\*\*\*Dr. Suryawanahi A. B., B.P.S. Commerce Collage, Barshi.



## **MGNREGA: Issues & Challenges**

SYED ALAY MUJTABA AND PANKAJ PURUSHOTAM\*

Under MGNREGA. Block office decides whether the work should be sanctioned or not. Central Government outlay for the scheme for the financial year 2010-11 was Rs.40,000 crores.

## **Impact of MGNREGS on Rural Households in Coimbatore District**

U. JERINABI AND T. LALITHA DEVI\*\*

The present study made an attempt to analyse the impact of MGNREGS on rural households with respect to family income, expenditure, savings, livestock population, migration and women empowerment. Convenient random sampling technique was used to select sample respondents of 200 rural households in Coimbatore District. The data were collected through structured Interview Schedule and analysed through Percentage analysis.

## **MGNREGA and Its Impact on Employment**

UMA SHANKAR, GANESH BHATT AND PRADEEP KUMAR SINGH\*\*\*

In this paper we have examined the how much of household and persons have Demanded Employment, and how much have Employment Offered and how much have Employment Provided under MGNREGA. In addition of these, the paper has also given a light on attendance of the labourers i.e how much of the labourers and households has completed the 100 days or more than 100 days.

## **Prospectives of MGNREGA in Rural Development of Uttarakhand**

V.K. AGARWAL AND DINESH CHANDRA\*\*\*\*

In U'khand Water and Soil conservation works constitutes more than 70% of work under MNREGA. The total number of householders demanding work was 1.14 lakh and all of them were provided employment by the end of Feb. '07. At the same time vulnerable sectors of society participating with great gesture in this programme 26.86% person days of employment has been provided to women, 25.39% to SC and 1.56% to ST during 2006-07. The average of employment provided in a district of the State is 37,871 householders; while the national average is 91,685 householders.

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**MGNREGA: Issues and Challenges**

V.K. JOSHI AND MANJU JOSHI\*

NREGA( 2005) is a potential tool of empowerment for rural labourers. Guaranteed employment can protect them from economic insecurity, strengthen their bargaining power, and help them to organize and fight for their rights. The success of NREGA 2005 requires a massive process of public mobilization. In particular, it depends on the strength of organized demand for guaranteed employment.

**MGNREGA: Issues and Challenges**

VIKAS KUMAR AND PUSKAR NATH\*\*

The significance of NREGA lies in the fact that it creates a right based framework for wage employment programme and makes the government legally bound to extend employment to those who demand it. While the Act provides a legal framework, the state governments have the legal liability and the central government provide the fiscal guarantee.

**Issues and Challenges of MGNREGA in Indian Economy**

VIKAS KUMAR AND SUDHIR KUMAR SINHA\*\*\*

A developing economy like India is often characterized by a labour market with demand and supply of labour and a wage that even if competitively determined may not be adequate for the poor household to reach their target income; what they consider as means of a decent living. Envisaging situations like these, the Indian government has implemented the National Rural Employment Guarantee Act.

**Mahatma Gandhi National Rural Employment Guarantee Act-Issues and Challenges**

Y. SHILPA AND B. SHAILAJA\*\*\*\*

Mahatma Gandhi NREGA belongs to a long history of wage employment programmes. The Act, in its five years of rapid expansion from 200 to 625 districts, has provided evidence of positive outcomes; even though its performance across the country has been unequal Andhra Pradesh has been an important centre of research and evaluations for NREGA implementation.

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Seminar

**Activity Based Learning in  
Commerce Education**

***Chairperson***

Prof. H.J. Ghoshroy  
Director & Dean, IMSAR  
Maharshi Dayanand University  
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# **Activity Based Learning in Commerce Education: Analysis of Preferred Learning Styles and Instruction Approach**

AJAY KUMAR SINGH AND SHILPI SAHI

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This study aims to study learning styles of the commerce students and its relationship with instruction approach. The factor structure of the Learning style inventory and preferred instruction approach was investigated using principal components factor analysis. Reliability analysis depicted that instrument used for the study possess satisfactory level of internal consistency for LSI. No significant difference was found on the basis of gender. It was found that B. Com. P. students prefer to learn more by observation and reflections than students of other commerce courses. Those who prefer to learn by reflection and observation like controlled instruction approach and those who prefer to learn by conceptualization and thinking have less preference for it. Significant relationship was found between active experimentation learning style and preference for facilitator instruction approach.

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## **Introduction**

A learning style represents how individual choices made during the learning process affect what information is selected and how is it processed (Werner & DeSimone 2006). Differences in learning styles can explain why some individuals are more comfortable and successful with some learning approaches (e.g. role playing, lectures, case study or audio visual media etc.) than others. Kolb (1984) theorizes that an individual's learning style is based on that person's preferred modes of learning. A mode of learning is the individual's orientation toward gathering and processing information during learning. He proposed four basic modes of experiential learning:

Concrete Experience (CE): An intuitive preference for learning through direct experience, emphasizing interpersonal relations and feeling as opposed to thinking. Abstract conceptualization (AC): A preference for learning by thinking about an issue in theoretical terms. Reflective Observation (RO): A preference to learn by watching and examining different points of view to achieve an understanding. Active Experimentation (AE): A preference for something by actually doing it and judging its practical value.

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According to research on situated cognition, learning is maximized if the context for learning resembles the real-life context in which the to-be-learned material will be used; learning is minimized if the context in which learning occurs is dissimilar to the context in which the learning will be used (Brown, Collins & Duguid 1989). Additionally, research on contextual factors has led to the recommendation that, to the extent that it is important for students to be able to apply what they learn to solve problems and make decisions, instruction be carried out in a problem-solving context. Learning that occurs in the context of problem solving is more likely to be retained and applied. Such learning is also seen as being more flexible than the inert knowledge that is acquired as a result of more traditional didactic teaching methods (Boaler 1998; Bransford, et. al. 1990). Unless we understand how students learn and the effects of the learning-teaching context on their learning outcome, efforts to alter the learning-teaching context may not yield the outcomes desired.

Evidence supporting the contention that students tend to organize their learning behaviour according to their perceptions of the learning-teaching environment abound in higher education research (Van Rossum & Schenk 1984; Entwistle & Waterston 1988; Entwistle & Tait 1990; Trigwell & Prose, 1991). Researchers and educators contended that understanding of the distribution of learning styles in one's discipline and subspecialty is crucial for the improvement of the quality of instructional strategies that respond to the individual need of the learner, as well as the optimal level of competency and performance requirement of each profession (Baker, Simon & Bazeli 1986; Bostrom, Olfman & Sein 1990; Drew & Ottewill 1998; Fox & Ronkowski 1997; Kreber 2001; Laschinger 1986; Rosenthal 1999; Sandmire, Vroman, and Sanders 2000).

Educators need to adapt their teaching styles and instructional methods to facilitate the learning process by offering a variety of learning opportunities appropriate to different student learning styles and to different subject matters. (Baker, Simon, & Bazeli 1986; Buch & Bartley 2002; Cartney 2000).

### **Literature Review**

While individuals tested on the LSI show many different patterns of scores, previous research with the instrument has identified four learning styles that are associated with different approaches to learning—Diverging, Assimilating, Converging, and Accommodating (Kolb 1984, 1999). An individual with diverging style has CE and RO as dominant learning abilities (feeling and watching). An individual with an assimilating style has AC and RO as dominant learning abilities (thinking and watching). An individual with a converging style has AC and AE as dominant learning abilities (thinking and doing). An individual with an accommodating style has CE and AE as dominant learning abilities (feeling and doing). Kruzich, Friesen, and Soest (1986) conducted a study of student and faculty learning styles in social work at two universities and two private colleges and found significant learning style differences among undergraduate students, graduate students, field instructors, and social work faculty. Overall, faculty most often had converging learning styles, whereas the majority of graduate

students and field instructors were diverging learners. The undergraduate students were mostly accommodating learners, suggesting a preference for action.

In a similar study conducted in the field of social work, Raschick, Maypole, and Day (1998) found that students whose learning styles were similar to their field supervisors along the active experimentation-reflective observation continuum would rate their field experience with them higher. Jones, Reichard, and Mokhtari (2003) examined the extent to which community college students' learning style preferences vary as a function of discipline. They found significant differences in students' learning style preference across four different subject-area disciplines: English, math, science, and social studies.

Lengnick-Hall and Sanders (1997) designed a learning system in the graduate and undergraduate level management courses structured around the learning cycle to give students a variety of ways to master each segment of the course material. Results indicate that despite their wide variety in learning styles, experiences, academic levels, and interests, students demonstrated consistently high levels of personal effectiveness, organizational effectiveness, ability to apply course materials, and satisfaction with both course results and learning process.

The process of experiential learning can also be linked to the process of brain functioning. Concrete experiences come through the sensory cortex, reflective observation involves the integrative cortex at the back, creating new abstract concepts occurs in the frontal integrative cortex, and active testing involves the motor brain. In other words, the learning cycle arises from the structure of the brain (Zull 2002).

### **Investigating the Role of Individual Differences**

Previous research (Kolb 1984) has shown that learning styles are influenced by personality type, educational specialization, career choice, and current job role and tasks. "Gender affected course satisfaction and perceived learning. Women were more likely than men to be satisfied with the courses they took and to report higher levels of learning from them" (Swan et. al. 2000). These authors point to factors that influence the characteristics of learners, including gender, age, educational experience, and motivation. They identify three broad measures of educational effectiveness: student outcomes, such as grades and test scores; student attitudes about learning through distance education; and overall student satisfaction with regard to distance education. Early educational experiences shape people's individual learning styles by instilling positive attitudes toward specific sets of learning skills and by teaching students how to learn. Although elementary education is generalized, an increasing process of specialization begins in high school and becomes sharper during the college years (kolb & kolb 2005).

The influence of gender has been inconsistent in relation to determining different approaches to studying. Some published research has identified females as adopting a deeper analytical approach than males and

demonstrating more achievement orientation (Sadler-Smith 1999). However, others have identified no clear gender difference (Chio and Forde 2002; Kreber 2003). Previous investigations have clearly identified that the elements of the learning environment that are under lecturer control, “can, and do, positively influence both the way students approach their study, and the learning outcomes they may achieve” (Lizzio, Wilson & Simons 2002f; Gibbs & Coffey, 2004).

### **Objectives**

1. To identify different approaches to learning preferred by commerce students at graduation and post graduation level.
2. To analyse the impact of course of study on individual’s learning orientation.
3. To assess whether there are any differences in individual’ learning preferences on the basis of gender
4. To identify the preferred learning instructional methods by commerce students
5. To suggest necessary interventions and modifications in the existing learning methods based on the learning style preferred.

### **Hypotheses**

- HO<sub>1</sub>** : There is no statistically significant difference in learning styles among commerce students in different courses.
- HO<sub>2</sub>** : There is no statistically significant difference in learning mode preference on the basis of gender.
- HO<sub>3</sub>** : There is no statistically significant relationship between learning styles and instruction approach.

### **Research Methodology**

Stratified sampling method was used to collect the data. Total 198 students participated in the study. The majority were female (58 percent) and male (42 percent). Mean age was 21.06 years with a standard deviation 1.35 for all the respondents. Data was collected through a structured questionnaire from two constituent colleges of University of Delhi: Hans Raj College and Satyawati College (15 and 23 percent respectively); and Department of Commerce (62 percent). About 61 percent of the total respondents were the Post Graduate students (M.Com. 51 percent and M.B.A.-HR 10 percent) and 39 percent were the under-graduate students (B.Com. Prog. 12 percent and B.Com. (H) 27 percent). Moreover, all of the under-graduate students were in the final year of their course and almost 65 percent of the total post graduate students were in the final year of their study.

The questionnaire was administered to graduate and post graduate commerce students. It contained two sections first, Learning style inventory and second, preferred instruction approach. Kolb’s Learning Style Inventory (LSI) was used to collect the primary data. It assesses an individual’s



orientation toward the four modes of the learning process (CE, RO, AC and AE). The Learning Style Inventory (LSI) was created to fulfill two purposes. First, to serve as an educational tool to increase individuals' understanding of the process of learning from experience and their unique individual approach to learning and second, for investigating experiential learning theory (ELT) and the characteristics of individual learning styles (Kolb & Kolb 2005). LSI is a forced-choice format that asks respondents to rank four sentence endings that correspond to the four learning modes— Concrete Experience (e.g., experiencing), Reflective Observation (reflecting), Abstract Conceptualization (thinking), and Active Experimentation (doing). It contained 12 questions and the respondents were asked to rank order the given four choices for each question on 1 to 4 scale. The items on LSI were coded from 1 (least descriptive) to 4 (most descriptive).

Second part of the questionnaire was adapted from Approaches to Studying Questionnaire (ASQ) (Richardson 1990). This section contained eight questions relating to students preferences for different types of course and teaching methods. Responses were coded from 1 (definitely dislike) to 5 (definitely like).

To ensure the reliability of the instrument Cronbach alpha method was used. Further, factor analysis has been used to assess construct validity. As the assumption of normality and homogeneity of variances was not satisfied therefore Non- parametric test (i.e. Kruskal-Wallis and Mann-Whitney) were used to identify the course wise and gender-wise difference in the preferred mode of learning among various categories. Pearson's correlation was computed to determine if there were significant relationship between learning styles and the instructional methods preferred.

### Factor Analysis

Principal component analysis method is used to determine the minimum number of factors that will account for maximum variance in the data for use in subsequent multivariate analysis (Malhotra 2008). Principal component analysis with varimax rotation was used to extract 2 factors using four primary LSI scales. Analysis at the item level was not done, since it is not the item scores but the scale scores that are proposed as measures of learning mode constructs. Also, significant negative correlation among the four items in a set makes the interpretation of item factor loading difficult. Thus, analysis by scale score alleviates this problem.

Table 1: Learning styles rotation sums of squared loadings

|   | Total | % of Variance | Cumulative % |
|---|-------|---------------|--------------|
| 1 | 1.544 | 38.606        | 38.606       |
| 2 | 1.469 | 36.726        | 75.332       |

Contd...

Contd...

Rotated component matrix

|    | Component 1 | Component 2 |
|----|-------------|-------------|
| CE | -0.897      |             |
| RO |             | 0.789       |
| AC | 0.856       |             |
| AE |             | -0.902      |

Note: converging in three iterations (all loadings less than 0.3 suppressed).

Rotation sums of squared loadings

| Component | Total | % of Variance | Cumulative % |
|-----------|-------|---------------|--------------|
| 1         | 2.234 | 27.926        | 27.926       |
| 2         | 1.693 | 21.166        | 49.092       |

A factor loading is the correlation between an item and a factor that has been extracted from the data. Applying Kaiser's rule i.e., selection of factor for interpretation with Eigen values greater than 1, two factors were deemed important. For the purpose of interpretation each factor composed of items loaded higher on that factor. Following rotation, factor 1 was loaded with two scale items CE and AC and factor 2 was loaded with RO and AE scale items. Factor 1 account for 38.6 % of variance and cumulative variance explained by both the factors were 75.33 %.

One of the simplest ways to estimate factor scores for each individual involves summing raw scores corresponding to all items loading on a factor (DiStefano, Zhu & Mindrila 2009). If an item yields a negative factor loading, the raw score of the item is subtracted rather than added in the computations because the item is negatively related to the factor. Similarly, AC-CE and AERO was used in further analyses along with four primary scales i.e. CE, RO, AC and AE. AC-CE can be interpreted as grasping dimension and RO-AE can be interpreted as application dimension of learning.

Table 2: Rotated component matrix for preferred instruction method

|   | Component |       |
|---|-----------|-------|
|   | 1         | 2     |
| Lecturers who tell us exactly what to put down in our notes                             | 0.682     |       |
| Lecturers who encourage us to think for ourselves and show us how they themselves think |           | 0.707 |
| Exams which allow me show that I have thought about the course material for myself.     |           | 0.728 |
| Exams or tests which need only the material provided in our lecture notes               | 0.776     |       |
| Courses in which it's made very clear just which books we have to read                  | 0.748     |       |
| Courses where we are encouraged to read around a subject a lot for ourselves            | -0.414    | 0.507 |
| Books which challenge you and provide explanations which go beyond the lectures         | -0.356    | 0.607 |
| Books which give you definite facts and information which can easily be learned         | 0.529     |       |

*Note:* Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. Rotation converged in 3 iterations. (all factor loadings less than 0.3 suppressed)

For items relating to learner's preferences for different types of course materials and teaching, construction of the meaningful indices was initiated by the use of principal components analysis with varimax rotation. Factor analysis was deemed necessary since it was considered prudent statistically to ascertain whether the learner's preferences for different types of course materials and teaching captured differing dimensions of performance. Four items on a scale loaded higher on the first component (accounted for 27.926 % of the variance) and four items loaded higher on second component (accounted for 21.166% of the variance). First component seemed to capture controlled instructional approach and component 2 captures facilitator instructional approach.

### Reliability

The questionnaire was tested for reliability and internal consistency using Cronbach a, spearman-Brown's equal length split half coefficient and Guttman split half coefficient. It indicates if the items are measuring the same construct. The reliability analysis indicated Cronbach Alpha coefficients for all the primary learning styles and instruction approach variable. Cronbach Alpha values lies in 0.633 to 0.740, except for instruction approach (Table 1). Reliability coefficients for all the primary scales were satisfactory. On examination of its construct validity using principal component analysis of this dimension resulted in extraction of two

interpretable components using varimax rotation. Reliability coefficients of these two sub scales were higher. These two scales are used in subsequent multivariate analysis.

Table 3: Reliability analysis

| Scale                            | Cronbach's Alpha | Spearman-Brown's equal length split half coefficient | Guttman Split Half coefficient |
|----------------------------------|------------------|--|--------------------------------|
| Concrete Experience              | 0.740            | 0.656  | 0.656                          |
| Reflective observation           | 0.633            | 0.582  | 0.580                          |
| Abstract Conceptualisation       | 0.738            | 0.675  | 0.675                          |
| Active Experimentation           | 0.751            | 0.735  | 0.732                          |
| Instruction Approach             | 0.305            | 0.424  | 0.417                          |
| Controlled Instruction Approach  | 0.667            | 0.707  | 0.692                          |
| Facilitator Instruction Approach | 0.557            | 0.476  | 0.470                          |

### Discussion

Course-wise mean scores for all the primary learning styles and factor based scale was computed (Table 4). Abstract conceptualisation learning style was preferred for all the courses included in analysis. Concrete experience and active experimentation learning style was most preferred by MBA-HR students. Reflective observation style was most preferred by B.Com. P course students among all the courses. For instruction method, it was found that professional students have more preferences for facilitator teaching approach.

No significant difference was found for concrete observation, abstract conceptualisation, active experimentation among students of different courses, except for reflective observation learning mode and factor based scale of application dimension (i.e. RO-AE). At 5 percent significance level we accept the null hypothesis for CO, AC and AE learning mode and reject the null hypothesis for RO dimension. In this case further analysis was conducted using Mann-Whitney Test (another non-parametric two independent sample test) to identify which pair of courses significantly differ. It was found that there are significant differences between mean ranks of B.Com. (P) and B.Com. H; B.Com. (P) and M.Com.; B.Com P and MBA HR students.

Table 4: Descriptive statistics

|          | C.E  |      | R.O. |      | A.C. |      | A.E  |      | I.A. |      | C.I.A. |      | F.I.A. |      |
|----------|------|------|------|------|------|------|------|------|------|------|--------|------|--------|------|
|          | Mean | S.D. | Mean | S.D. | Mean | S.D. | Mean | S.D. | Mean | S.D. | Mean   | S.D. | Mean   | S.D. |
| B.Com. P | 25   | 7    | 34   | 4    | 34   | 6    | 29   | 6    | 31   | 4    | 15     | 4    | 17     | 3    |
| B.Com. H | 26   | 7    | 304  | 33   | 6    | 31   | 8    | 31   | 4    | 15   | 3      | 16   | 2      |      |
| M.Com.   | 25   | 6    | 30   | 6    | 35   | 6    | 30   | 5    | 32   | 4    | 15     | 3    | 16     | 3    |
| MBA-HR   | 28   | 8    | 27   | 7    | 34   | 7    | 32   | 8    | 33   | 4    | 14     | 4    | 19     | 1    |

Table 5: Kruskal wallis test statistics

|             | C.E   | R.O.   | A.C.  | A.E   | AC-CE | RO-AE |
|-------------|-------|--------|-------|-------|-------|-------|
| Chi-Square  | 2.186 | 13.422 | 3.644 | 3.527 | 1.518 | 9.472 |
| d.f.        | 3     | 3      | 3     | 3     | 3     | 3     |
| Asymp. Sig. | 0.535 | 0.004  | 0.303 | 0.317 | 0.678 | 0.024 |

Table 6: Mann-whitney test: course as grouping variable

|                   | Mann-Whitney U | Asymp. Sig. (2-tailed) |
|-------------------|----------------|------------------------|
| B.Com. P B.Com. H | 325.500        | 0.002                  |
| B.Com. P M.Com.   | 717.000        | 0.009                  |
| B.Com.P MBA-HR    | 90.000         | 0.002                  |
| B.Com. H M.Com.   | 2379.500       | 0.639                  |
| B.Com. H MBA-HR   | 343.500        | 0.093                  |
| M.Com. MBA-HR     | 632.000        | 0.071                  |

Using Mann-Whitney test results no significant differences was found between mean ranks of all the learning styles among male and female candidates ( $p > 0.05$  for all the scales and subscales) (Table 6). Thus, at critical significance level of 5 percent, we accept the null hypothesis that there is no statistically significant difference in learning mode preference on the basis of gender.

Table 7: Mann-whitney test static: gender as grouping variable

|                        | C.E      | R.O.     | A.C.    | A.E     | AC-CE   | RO-AE   |
|------------------------|----------|----------|---------|---------|---------|---------|
| Mann-Whitney U         | 3906.000 | 3820.500 | 4089.00 | 3907.50 | 3904.50 | 3755.50 |
| Z                      | -1.158   | -1.391   | -.522   | -1.019  | -.923   | -1.433  |
| Asymp. Sig. (2-tailed) | 0.247    | 0.164    | 0.601   | 0.308   | 0.356   | 0.152   |

Inter correlation results (Table 8) showed that there is significant negative correlation of controlled instruction approach with abstract conceptualization and factor based scale interpreted as grasping dimension (AC-CE). Significant positive correlation was found between reflective observation and controlled instruction approach. Another factor based scale facilitator instruction approach was significantly correlated with active experimentation (positive correlation) and another factor based scale i.e. RO-AE (negative correlation).

Table 8: Inter-correlations

|     |                     | CE     | RO     | AC       | AE     | AC-CE    | RO-AE   |
|-----|---------------------|--------|--------|----------|--------|----------|---------|
| CIA | Pearson Correlation | 0.137  | 0.150* | -0.236** | -0.053 | -0.205** | 0.114   |
|     | Sig. (2-tailed)     | 0.066  | 0.044  | 0.001    | 0.482  | 0.006    | 0.128   |
|     | N                   | 180    | 180    | 179      | 179    | 178      | 179     |
| FIA | Pearson Correlation | -0.008 | -0.115 | -0.001   | 0.158* | 0.010    | -0.163* |
|     | Sig. (2-tailed)     | 0.911  | 0.123  | 0.986    | 0.035  | 0.900    | 0.029   |
|     | N                   | 180    | 180    | 179      | 179    | 178      | 179     |

\*. Correlation is significant at the 0.05 level (2-tailed). \*\*. Correlation is significant at the 0.01 level (2-tailed).

### Conclusions

1. There was no significant difference among the commerce students of under graduate, post graduate and professional students of commerce for all the learning styles except for reflective observation (i.e. preference to learn by watching). Insignificant values obtained in Kruskal Wallis Test ( $p > 0.05$ ) except for reflective observation ( $p = 0.004$ ).
2. It was found that Undergraduate students (B.Com. P) have high preference for reflective observation learning mode (i.e. to learn by watching) than students of other courses (Mann Whitney U statistic = 325.5  $p = 0.002$ ;  $U = 717$ ,  $p = 0.009$ ;  $U = 90$ ,  $p = 0.002$ ).
3. No gender differences were apparent in learning styles among commerce students. As depicted insignificant Mann-Whitney U statistic ( $p$  value lies between 0.164 and 0.601)
4. There is significant negative relationship between controlled instruction approach and preference for learning by thinking and abstractness. ( $r = -0.236$ ,  $p = 0.001$ ;  $r = -0.205$ ,  $p = 0.006$  respectively for primary scale and sub scale)
5. It was found that the students who prefer to learn by watching and examining different points of view to achieve an understanding have preference for controlled instruction approach ( $r = +0.150$   $p = 0.044$ ).
6. When learners have high preference for learning something by actually doing it and judging its practical value like facilitator instructor approach where learners are encouraged to think, read and challenged to learn about the subject ( $r = +0.158$ ,  $p = 0.035$ ).

### Recommendations

1. For dividing the learners group (i.e. to create class sections) learning styles preferred by the students should be considered. For example, for the learners who have preference for active experimentation style corresponding facilitator approach (e.g. giving challenging assignment, case study etc.) should be adopted for this class section. Project based learning, role playing etc. can be incorporated in the instructional approach for them.

2. Learners having preference to learn by thinking (CE) do not prefer controlled instruction approach. So more flexible course material should be designed for these types of learners.
3. For those who prefer to learn by reflection and observation like controlled instruction approach, concrete course material is more suitable.
4. Preference for particular learning style does not differ among male and females. So gender differences should not be considered while selecting instruction approach and designing curriculum for the students.
5. It was found that extensiveness of the course at the undergraduate level has bearing on the preference to learn by observations and reflections. Thus for B.Com. (P) students teaching pedagogy should focus on this dimension.

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## **Activity Based Learning and Students Satisfaction Study of Management Institutes of Haryana**

SANKET VIJ, PUNAM KUNDU AND DINESH DHANKHAR

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The study has been undertaken for measuring student's satisfaction regarding service quality of Activity Based Learning offered by Management Institutes of Haryana (India). The purpose of this empirical study is to obtain information about quality parameters of services provided by selected institutions, to find out as to how much these parameters rate are as per the expectations of the students.

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### **Introduction**

The Indian higher education sector is still more of a service provider/seller's market. The demand far outstrips the supply. As in case with any other product or industry in a sellers' market, the quality services & customer satisfaction aspect in Indian higher education sector is given a low level of importance. Quality is abstract characteristic that encompasses a variety of more or less physical attributes. Philip Crosby (1979) states that quality in education sector cannot be measured directly but must be judgmentally assessed by considering entity attributes that are more directly perceptible. Unlike a manufactured product, where quality can readily be assessed, service quality is an elusive and abstract concept that is difficult to define and measure. Services in education sector are intangible because it is not possible to count, measure, inventory, test or verify them in advance.

Quality assessments of a service are not unidimensional. The nature of service performance diverges from one transaction to another. This heterogeneity can occur because the service is delivered by different officers, executives and others to a variety of students with varying needs. In education sector, production and consumption are inseparable. The services are consumed when they are produced, which makes quality control difficult. In short, the management of services quality in education sector cannot be separated from the management of its provision. The ultimate goal of service quality measurement is to assist administrator in ensuring service quality and customer satisfaction (Webster, 1988). If service quality is to become the cornerstone of marketing strategy, the marketer must have the means

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to measure it. Measurement is a necessary step towards devising any action plan.

### **Review of Literature**

The galloping forces of privatization and globalization, coupled with the convergence of information and communication technologies, have largely influenced not only business organizations, but also 'not-for-profit' organizations like State Universities. The fields of higher and technical education and, in particular, management education have also been transformed by these forces. In the American context, Ruch (2001) has beautifully demonstrated how 'for-profit' universities have married the traditional model of education with modern principles of operations management, cost accounting, financial management and marketing.

In the present scenario, the thin line separating privatization and commercialization of education is gradually getting blurred. Students and teachers sharing the pleasure of learning for the sake of knowledge is fast becoming an anachronism. The Supreme Court of India acknowledged the forces that have brought privatization of education on the agenda and underlined the inevitability of privatization. The verdict categorically asserts the idea of an academic degree as a 'private good', benefiting the recipient, as against a 'public good' meant for the society (Kadam and Godha, 2003). Students are looking for 'value for money' from educational institutions. It has long been argued that the marketing concept is relevant not only to profit-oriented firms but also to 'not-for-profit' organisations (Kotler, 1972).

The central idea of marketing is the congruence between customer needs and wants and the institution's offer. This is required in order to achieve the dual goals of 'customer satisfaction' and fulfilling the 'institution's objectives'. Thus, the 'marketing concept' is in line with the goals and objectives of education in its true spirit. In the context of educational institutes, Kotler and Fox (1985) define marketing as being "...designed to bring about voluntarily exchanges of values with target markets to achieve institutional objectives". Some academicians have emphatically argued for radical restructuring of institutions and have stressed the need to realize that education is a business and the students are its students (Tsichritzis, 1999). 'University Business Schools' (hereinafter referred to as B Schools) need to pay increasing attention to the understanding and implementation of market-oriented principles and practices. Nevertheless, this aspect seems to have received scant attention from management theorists as well as practitioners.

The state of Haryana is home to a number of nationally and internationally renowned educational and research institutes. It also houses a number of Business Schools operated/governed by state/central universities of India. Which represent a mix of top-of-the line B Schools and the not-so-good ones. Many fear that some of these B Schools are even dubious in nature. There has been a surfeit of new B Schools. While, many B Schools are facing inadequate admissions others have witnessed a bee line for enrolments.

There is a visible loss of credibility of the existing system of imparting education in some of these B Schools.

Moreover, B Schools are facing stiff competition from the institutions providing alternative education. Distance education, on-line delivery and eLearning; and other modes of imparting of education are knocking down the time and place constraints. Prospective learners can now easily shop for educational programmes and compare curricula, faculty, services, flexibility, scheduling, price, personalization, responsiveness, and more. With increasing proliferation of B Schools, they have to vie with each other and fight for students' admission, and placements. There has been an enormous increase in their advertising and promotion expenses. The entire education system of the country is being influenced by global developments.

The present study seeks to probe into the varied aspects of the relationship between a B School and its students. It also examines the expectations of students as primary students of a B School. Since the real world of B Schools has many complexities, the study will be confined to only those aspects which could be freely and openly discussed by the respondents.

The proposed study has analyzed the status of business education as a service activity and examined the marketing strategies of selected Universities Business Schools (B Schools) of Haryana. The results of the study have helped to probe into the varied aspects of relationship between a Business School and its students. The proposed study delineated the factors related to activity based learning that affect the students' perception of relationship quality and its components, and the target variable of student loyalty. An understanding of these constructs and their interrelationship has implications for Business School promoters and managers.

The study attempted to enlarge the knowledge-base and academic understanding by making addition to the existing literature on CRM and educational service. The study is significant in that it takes a 360-degree view of the student and the Business School relationship and measures the perception of various internal and external stake-holders of Business School, including students, alumni, teachers, and authorities.

### **Objectives**

The broad objectives of the present study are as under:

- To obtain information about quality parameters of services of activity based learning provided by the selected business institutions of state of Haryana (India).
- To find out as to how much these parameters rate are as per the expectations of the Student's .

### **Assumption**

Student's needs can be documented and captured and they remain stable during the whole process.

## **Research Methodology**

### **Research Design**

Both primary and secondary data used in this research. Primary data collected from students, faculty members, and officials/authorities of selected management institutions through appropriate questionnaires. Management institutions pertaining to state of Haryana viz., Guru Jambheshwar University, Hisar (G.J.U.), Maharshi Dayanand University, Rohtak (M. D. U.), Kurukshetra University, Kurukshetra (K. U. K.), Ch. Devi Lal University, Sirsa (CDLU), and Chotu Ram Science & Technology University, Murthal (DCRST) has been included in the study.

Quota sampling technique has been used to obtain the responses from the respondents. Respondents' has been selected in such a manner that they represent the different universities according to enrollment of the number of students in business schools.

500 external respondents were selected from selected management institutions.

For analyzing the data, both simple and advanced statistical tools have been used. In some cases simple statistics like average, percentage, weighted average and mean score has been applied. In case of exploratory research, statistical tests like comparative mean, mean plots, standard deviation, bi-variant correlation, chi-square, ANOVA, POST HOC analysis, multiple regression analysis, scale-validation tools : standardised Cronbach and Alpha coefficient, eeliability analysis, factor analysis etc. has been used. The test has been conducted at 95 per cent confidence level (or 5 per cent level of significance).

The study also applied SERVQUAL (Berry, Parasuraman and Ziethaml, 1985) model with few modification supported by various studies, to assess the perceived quality of education services offered by selected Business Schools of Universities of Northern India. A seven point Likert scale has been used to measure the intensity of the attitude of students and officials of selected Business Schools, towards the selected dimensions of educational services. The respondents has been asked to rate the variables, using seven point Likert scale, which ranged from strongly disagree (1) to strongly agree (7). The weighted average scores will also be calculated at the appropriate places where the respondents has been asked to rank/rate different statements, either according to degree of their importance or according to the extent they agree with the statement as the case may be.

### **Analysis**

Out of 479 responses received, 424 (88.56%) were usable responses and of which 323 (76.2%) were males and 101 (23.8%) were females; 252 (59.4%) were students of GJU, 48 (11.3%) were students of MDU, 41 (9.7%) were students of KUK, 43 (10.1%) were students of DCRUST, and 40 (9.4%) were students of CDLU; 197 (46.5%) surveyed students belong to 25-45yrs, 123 (29.0%) belong to >45yrs, and 104 (24.5%) belong to <25yrs age group; 172

(40.6%) surveyed students belong to 10000 – 30000 household income, 128 (30.2%) belong to 30001 – 50000 household income, 78 (18.4%) belong to <10000 household income, and 46 (10.8%) belong to >50001 household income group; 206 (48.6%) of surveyed students holder were residents of urban area, 132 (31.1%) were residents of metro city and 86 (20.3%) were residents of rural area; 236 (55.7%) surveyed students were under graduates, and 188 (44.3%) were post graduates.

### Level of Perceived Quality of Services Offered by selected B-Schools

Overall average Unweighted SERVQUAL score for the total of 424 respondents was 0.69 (SD = 0.34). When importance weights were also taken into consideration the resultant overall Weighted SERVQUAL Score 9.31 (SD = 4.81) was also positive (Exhibit No. 3.0). Both Overall Unweighted and Weighted SERVQUAL scores were in positive zone meaning thereby that the students' perceptions were more than their expectations. Students perceived the services provided to them were of good quality. This reaffirmed that the selected B-Schools were providing the quality services to their students.

### Overall Importance Weights for Dimensions of Services

Average Importance Weights were compiled and it revealed that *Security* 16.80 (SD = 4.17) was allocated maximum weight by the respondents, closely followed by *Convenience* 16.70 (SD = 3.94) and *Easy to use* 16.24 (SD = 3.87). *Reliability* 15.19 (SD = 3.60) ranked fourth closely followed by *Responsiveness* 14.46 (SD = 3.73), *Competence* 11.60 (SD = 3.78), *Product Portfolio* 9.36 (SD = 2.63) was ranked lower in services quality dimensions (Table 1). Meaning thereby, the students were ready to compromise on *Reliability*, *Responsiveness* of employees of the selected B-Schools, *Competence* and *different types of Product Portfolio* offered by the selected B-Schools. The inherent intangibility of higher education services led the respondents to look for surrogate parameters of quality in *security*, *convenience*, and *easy to use*, which they rightly ranked higher than other quality dimensions.

Table 1: Overall dimension wise importance weights

| N=424             | Relia-<br>bility | Responsi-<br>veness | Com-<br>petence | Easy<br>to use | Product<br>Portfolio | Security | Con-<br>venience |
|-------------------|------------------|---------------------|-----------------|----------------|----------------------|----------|------------------|
| Mean              | 15.19            | 14.46               | 11.60           | 16.24          | 9.36                 | 16.80    | 16.70            |
| Median            | 15.00            | 15.00               | 10.00           | 15.00          | 10.00                | 15.00    | 15.00            |
| STD.<br>Deviation | 3.60             | 3.73                | 3.78            | 3.87           | 2.63                 | 4.17     | 3.94             |

Multiple correlations had been done between the dimensions and it was observed that there was a significant correlation existing between most of the dimensions of services. Reliability dimension was significantly positively correlated ( $r_{(423)} = .228$ ) with responsiveness and significantly negatively correlated with easy to use ( $r_{(423)} = -.403$ ), product portfolio ( $r_{(423)} = -.455$ ) and

security ( $r_{(423)} = -.263$ ) dimension of service quality. Responsiveness was significantly negatively correlated with easy to use ( $r_{(423)} = -.396$ ) and convenience ( $r_{(423)} = -.150$ ) service dimension. Competence was significantly negatively correlated with easy to use ( $r_{(423)} = -.140$ ), Product portfolio ( $r_{(423)} = -.135$ ) and security ( $r_{(423)} = -.394$ ) dimension of services. Ease in use was significantly positively correlated with Product portfolio ( $r_{(423)} = .304$ ) and significantly negatively correlated with security ( $r_{(423)} = -.139$ ) dimension of services. Product portfolio ( $r_{(423)} = -.152$ ) and security ( $r_{(423)} = -.262$ ) both were significantly negatively correlated with convenience dimension of services.

### **Overall Dimension Wise Gap Score**

As an extension of analysis each service quality dimension was separately compiled and analyzed to find out the dimension wise Overall Un-weighted [Perception (P) – Expectation (E)] and Weighted [Importance Weight I (P-E)] Average Gap Score. It was observed that respondents were consistently more satisfied with convenience dimension (overall un-weighted average gap score = 0.85) in dimensions wise Unweighted gap score and were also consistently more satisfied with convenience dimension (overall weighted average gap score = 13.71) in dimensions wise weighted gap score, which was ranked higher than all other quality dimensions. The study also disclosed that there was positive Gap score for all quality dimensions of services provided by the branches of selected B-Schools. Meaning thereby the level of perceived quality of services was better than expectations for all the dimensions.

### **Inter Comparison of SERVQUAL Score of services provided by the selected B-Schools**

The respondents were further grouped on the basis of their selected B-Schools, for inter comparison of SERVQUAL score of services quality offered by the selected B-Schools. Out of 479 responses received, 424 (88.56%) were usable responses and of which 252 (59.4%) were students of GJU, 48 (11.3%) were students of MDU, 41 (9.7%) were students of KUK, 43 (10.1%) were students of DCRUST, and 40 (9.4%) were students of CDLU.

The study disclosed that respondents rated the quality of services provided by GJU (Unweighted SERVQUAL Score = 0.46 & Weighted SERVQUAL Score = 6.17) were above than their expectations and higher than the SERVQUAL score of other selected B-Schools. Meaning thereby the students of GJU were more satisfied with the quality of services offered to them as compare to students of other selected B-Schools. It study also revealed that all of the selected B-Schools were accorded positive SERVQUAL SCORE (Unweighted score viz. MDU = 0.06; KUK = 0.05; CDLU = 0.06; DCRUST = 0.06 and Weighted score MDU = 0.74; KUK = 0.65; CDLU = 0.89; DCRUST = 0.87) that meant the students using the services offered by these selected B-Schools perceived services better than their expectations.



Table 2: Inter comparison of the SERVQUAL scores

| Name of |                | Unweighted<br>Servqual<br>Score | Weighted<br>Servqual<br>Score |
|---------|----------------|---------------------------------|-------------------------------|
| GJU     | Mean           | 0.46                            | 6.17                          |
|         | Median         | 0.80                            | 11.14                         |
|         | Std. Deviation | 0.34                            | 4.82                          |
| MDU     | Mean           | 0.06                            | 0.74                          |
|         | Median         | 0.69                            | 9.48                          |
|         | Std. Deviation | 0.36                            | 5.02                          |
| KUK     | Mean           | 0.05                            | 0.65                          |
|         | Median         | 0.49                            | 6.67                          |
|         | Std. Deviation | 0.18                            | 2.59                          |
| CDLU    | Mean           | 0.06                            | 0.89                          |
|         | Median         | 0.74                            | 10.39                         |
|         | Std. Deviation | 0.25                            | 4.52                          |
| DCRUST  | Mean           | 0.06                            | 0.87                          |
|         | Median         | 0.75                            | 10.98                         |
|         | Std. Deviation | 0.28                            | 4.17                          |

The result of company wise average importance weight clearly described that Security dimension (DCRUST = 2.03; KUK = 1.73; CDLU = 1.70) of service quality was accorded the best perceived dimension amongst all the selected B-Schools except GJU (Convenience 10.28) and MDU (Convenience 2.02). Meaning thereby the students of KUK, CDLU, and DCRUST were more concerned with security while using services and the students of GJU and MDU were more concerned with convenience while using services offered by selected B-Schools (Annexure No. 3.0).

Easy to use service dimension ranked fourth closely followed by Reliability, Responsiveness, and Competence service dimensions of services quality offered by selected B-Schools. Product Portfolio was accorded (GJU = 2.63; MDU = 1.03; KUK = 0.87; CDLU = 0.75; DCRUST = 1.05) the worst perceived quality dimension amongst all the selected B-Schools. Meaning thereby, the students were ready to compromise on Reliability, Responsiveness of employees, Competence and different types of product portfolio offered by selected B-Schools.

GJU was accorded the best Unweighted and Weighted gap score in all the seven quality dimensions of services offered (Reliability 0.44 and 6.24, Responsiveness 0.22 and 2.28, Competence 0.54 and 5.09, Easy to use 0.47 and 6.79, Product portfolio 0.37 and 3.01, Security 0.53 and 8.60, and Convenience 0.69 and 11.14). DCRUST was accorded by the students the second best Unweighted gap score in three dimensions of service quality (Reliability 0.11, Responsiveness 0.06 and Convenience 0.6) and Weighted gap score in two dimensions of service quality (Reliability 1.57, and Convenience 0.86) following GJU. Students of MDU accorded best Unweighted and Weighted gap score in two dimensions (Competence 0.10 and 1.01, and Product portfolio 0.11 and 1.12) of service quality following

GJU. Respondents accorded best Unweighted and Weighted gap score in two dimensions (Responsiveness 0.06 and 0.87, and Easy to use 0.07 and 1.03) of service quality offered by KUK following GJU. CDLU was accorded the best Unweighted and Weighted score (0.08 and 1.51 respectively) in Security service dimension of services following GJU.

The results of the above analysis indicated that the attributes of Security (16.80), Convenience (16.70), and Easy to use (16.24) had been identified by the respondents to be the most important dimensions of services quality in selected B-Schools. All of the service quality dimensions of services were found to have positive gap, implying that student's expectations regarding the services in education sector of India were met by the selected B-Schools.

### Conclusion

The study revealed that the overall unweighted (0.69) and overall weighted (9.31) SERVQUAL score both were in positive zone meaning thereby that the students perceived the services provided to them were of good quality. The respondents accorded maximum weight to *Security* (16.80) closely followed by *Convenience* (16.70) and *Easy to use* (16.24) dimensions of services. *Reliability* (15.19) ranked fourth closely followed by *Responsiveness* (14.46), *Competence* (11.60) and *Product Portfolio* (9.36) was ranked lowest in services quality dimensions. Meaning thereby, the students were more concerned with *security*, *convenience* and *easy to use* services as compare to other dimensions of services quality offered by the selected B-Schools in state of Haryana. The study also disclosed that the overall dimension wise unweighted and weighted gap score in all of the dimensions of services were found to have positive gap, implying that Student's expectation regarding services dimensions were met by the selected B-Schools.

There was a significant correlation, both positive and negative, existing between most of the dimensions of services offered by the selected B-Schools. The study also revealed that the students rated the quality of services provided by GJU branch [both unweighted (0.46) and weighted (6.17) SERVQUAL score] were above than their expectations and higher than the other selected B-Schools in state of Haryana. The GJU was also accorded the best Unweighted and Weighted gap score in all the seven quality dimensions of services offered. It is pertinent to note that all the selected B-Schools were providing services at or above par than expected by their respective students.

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## **Learning Outcomes of Summer Training**

RAJ KUMAR AND H.J. GHOSH ROY

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The present paper has made an attempt to investigate educational outcome of summer training and assess critical elements of doing effective summer training.

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### **Introduction**

There is a need to focus on activity based learning so that institutes of higher learning can better understand the manpower needs of the market and tailor their academic program and curricula accordingly. Learning is defined as the addition of knowledge or a skill by some type of change in behavior that occurs because of experience in a specified situation (Barnhart 1989). Consider the statistics reported by Meyers and Jones (1993) students are not attentive to what is being said in a lecture 40% of the time. They retain 70% of the information in the first ten minutes of a lecture but only 20% in the last ten minutes. Four months after taking an introductory psychology course, students know only 8% more than students who had never taken the course. Active learning involves providing opportunities for students to meaningfully talk and listen, write, read, and reflect on the content, ideas, issues, and concerns of an academic subject. (Meyers & Jones, 1993, p. 6)

### **Review of Literature**

Stasz and Brewer (1998) found that while overall the students rated their work-based learning experiences positively, they primarily learned work-readiness-related attitudes and behaviors, and they perceived links between the internships and the classroom to be weak. Another study that included observations of students at worksites had positive findings regarding learning opportunities at the worksites (Stasz & Kaganoff, 1997).

The value of internships has been extensively documented. Internships enrich the education of our students (Allen, Mims, Roberts, Kim, & Ryu, 2006; Knouse, Tanner, & Harris, 1999; Little, 1993), benefit our academic programs (Gordon, 2002; Spigelman & Grobman, 2006), and provide value to our local communities and industry partners (Brady, 2007; Hayhoe, 1998; Roever, 2000).

Internships provide students with valuable, first-hand, work-based experiences and relevant workplace skills (Haimson & Bellotti, 2001). Rehling (2000) points out how internships can be used to provide opportunities for students to practice presentations and writing genres. In the school-to-work literature, many lists of the potential purposes or benefits of work-based learning to students can be found (Urquiola, Stern, Horn, Dornsife, Chi, Williams, Merritt, Hughes, & Bailey, 1997; Hamilton & Hamilton, 1997; Pauly, Kopp, & Haimson, 1995; Pedraza, Pauly, & Kopp, 1997).

However, despite increased enthusiasm over work-based learning and anecdotal evidence supporting it (Bailey & Merritt, 1997; Olson, 1997), there have been few empirical studies that test whether and how students are actually benefiting in any of the above way.

Academic researchers also point out that there is undeniably a relationship between students' participation in internships and early-career success. Specifically, what students gain in internship experiences tends to lead to quicker employment upon graduation, higher initial salaries, greater overall job satisfaction (Bosley, 1988; Gault, 2000), and greater ease in the process of "moving toward the [professional] community" (Allen et al., 2006, p. 46). The internships necessary be seen as a genuine one.

Bailey et al. point out that we do not yet have good conceptions of, or measures of, internship quality (Bailey, Hughes, & Barr, 1998). Through a survey of employers participating in five different work-based learning programs, these researchers found that, on average, interns spent only 14 percent of their time on the job learning (as opposed to working). As for what it is student interns might be learning, Hamilton and Hamilton (1997), in their study of 100 students participating in the Cornell Youth Apprenticeship Demonstration Project, found that the youth did gain job-related skills and knowledge, but there were no effects on their academic achievement.

### **Research Design**

The universe for the study consisted of students enrolled in professional courses in MDU and who are in their final year of their course. A convenience sampling was applied for drawing the sample from universe. Two hundred fifty questionnaire were distributed to the students of different professional courses and one hundred ninety seven complete questionnaire were received. The study was conducted during the month of January February 2011. A simple five point scale was used for students' level of interest in summer training program and quantitative analysis, discovery of information, use of their imagination, understanding of corporate culture and other aspects of learning through summer training, which was currently completed by them.

### **Analysis**

The response from respondents were coded and tabulated in SPSS 11.0. The analysis of the data both with simple (percentage, mean score etc) and advanced statistical tools (factor analysis, chi square test) were used to achieve the above mentioned objectives.

Tabel 1: Total variance explained

| Component | Initial Eigenvalues |               |              | Extraction Sums of Squared Loadings |               |              | Rotation Sums of Squared Loadings |               |              |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|-----------------------------------|---------------|--------------|
|           | Total               | % of Variance | Cumulative % | Total                               | % of Variance | Cumulative % | Total                             | % of Variance | Cumulative % |
| 1         | 6.897               | 27.588        | 27.588       | 6.897                               | 27.588        | 27.588       | 3.071                             | 12.285        | 12.285       |
| 2         | 1.790               | 7.161         | 34.749       | 1.790                               | 7.161         | 34.749       | 2.799                             | 11.196        | 23.480       |
| 3         | 1.424               | 5.698         | 40.446       | 1.424                               | 5.698         | 40.446       | 2.552                             | 10.206        | 33.687       |
| 4         | 1.324               | 5.295         | 45.741       | 1.324                               | 5.295         | 45.741       | 1.986                             | 7.945         | 41.632       |
| 5         | 1.148               | 4.593         | 50.334       | 1.148                               | 4.593         | 50.334       | 1.960                             | 7.841         | 49.472       |
| 6         | 1.022               | 4.088         | 54.422       | 1.022                               | 4.088         | 54.422       | 1.237                             | 4.949         | 54.422       |
| 7         | .976                | 3.904         | 58.326       |                                     |               |              |                                   |               |              |
| 8         | .966                | 3.864         | 62.190       |                                     |               |              |                                   |               |              |
| 9         | .894                | 3.577         | 65.767       |                                     |               |              |                                   |               |              |
| 10        | .797                | 3.189         | 68.956       |                                     |               |              |                                   |               |              |
| 11        | .783                | 3.134         | 72.089       |                                     |               |              |                                   |               |              |
| 12        | .744                | 2.975         | 75.064       |                                     |               |              |                                   |               |              |
| 13        | .686                | 2.743         | 77.807       |                                     |               |              |                                   |               |              |
| 14        | .650                | 2.602         | 80.409       |                                     |               |              |                                   |               |              |
| 15        | .637                | 2.547         | 82.956       |                                     |               |              |                                   |               |              |
| 16        | .591                | 2.363         | 85.320       |                                     |               |              |                                   |               |              |
| 17        | .539                | 2.154         | 87.474       |                                     |               |              |                                   |               |              |
| 18        | .517                | 2.068         | 89.542       |                                     |               |              |                                   |               |              |
| 19        | .495                | 1.979         | 91.520       |                                     |               |              |                                   |               |              |
| 20        | .464                | 1.855         | 93.375       |                                     |               |              |                                   |               |              |
| 21        | .388                | 1.553         | 94.928       |                                     |               |              |                                   |               |              |
| 22        | .376                | 1.502         | 96.430       |                                     |               |              |                                   |               |              |
| 23        | .330                | 1.319         | 97.750       |                                     |               |              |                                   |               |              |
| 24        | .303                | 1.212         | 98.962       |                                     |               |              |                                   |               |              |
| 25        | .260                | 1.038         | 100.000      |                                     |               |              |                                   |               |              |

Extraction Method: Principal Component Analysis.

The principal component factor method was used to generate initial solution. The eigenvalue suggested that six factor solution explained 54.4% of the overall variance with eigenvalues. The factor with eigen value greater than or equal to 1.0 and attributes with factor loading greater than .05 were reported. The overall significance of the correlation matrix was 0.00, with a Bartlett test of Sphericity value of .855. The statistical probability and the test indicated that there was significant correlation between the variables, and the use of factor analysis was appropriate. The Kaiser Meyer-Olkin overall measure of sampling adequacy was 1431.1801 which was meritorious. From the varimax rotated factor matrix six factors with 07 variables were defined by the original 27 variables that loaded most heavily. To test the reliability and internal consistency of each factor, the Cronbach's alpha of each was determined. The result showed that the alpha coefficient ranged from .702 to .879 for the six factors.

The result were considered more reliable since 0.50 in the minimum value for accepting the reliability test.



The six factors underlying learners' transformation after completing summer training in professional courses and critical elements of doing effective learning.

**Evaluation process** (Factor 1) contained five attributes and explained 27.58% of the variance in the data, with the eigenvalue of 6.897 and a reliability of 74 %. The attributes associated with this factor dealt with involvement and feedback from host organization .The factors associated with this factor were involvement of corporate executives in selection of trainees and evaluation of summer training report and feedback from the host organisation .

**Problem solving skills** (Factor2) accounted for 7.161% variance in the data with eigenvalue 1.761 and reliability of 70.20%. This factor was loaded with understanding of functional area of organization and development of multiple skills.

**Practical Exposure** (Factor 3) loaded with four attributes. This factor accounted for 5.698% of the variance, with an eigenvalue of 1.424 and reliability of 78%. These attributes were understanding work culture of the organization, communication skills, sharing practical experience in the class and understanding decision orientation of corporate executive.

**Personality development** (Factor 4) contained five attributes that referred inter- personal relationship. This factor explained 5.295% of variance with an eigenvalue of 1.324, and a reliability of 82 %. These attributes were harnessing of skills, relationship building with organization and duration of current summer training period.

**Monitoring and supervision**(Factor 5) loaded with four attributes. This factor accounted for 4.592% of variance, with eigenvalue of 1.148 and reliability of this was 78%. These attributes were personality development, supervision and monitoring from the institute, evaluation of summer training report by corporate executives and feedback from host organization.

(Factor6) contained only one attribute that referred to personality development. This factor with eigenvalue of 1.022 explained 4.088 % of variance.

The chi square test was applied to test independence between functional area of summer training and specialization choices after completion of summer training.

**H<sub>0</sub>** : Functional area of summer training and specialization choices are independent of each other.

The decision of specialization choices is not dependent on functional area of summer training. The Chi square test was used to test this independence between two categorical variables. The null hypothesis was disapproved as calculated value of chi square was very high i.e 14.565 with 4 degree of freedom. The P value is .00 which means null hypothesis is rejected even at .001% level of significance. The specialization choices and functional area of summer training are not found independent statistically. The chi value is .816 which is very significantly high with p value .00 along with cramer value .577 with p value .000. This shows a dependence was found between selection of specialization choices and functional area of summer training .

Students at summer training had positive findings regarding learning opportunities at their worksites. On the whole the students rated their work-based learning experiences positively, they primarily learned work-readiness-related attitudes and behaviors, and they perceived links between the internships and the classroom to be puny .A significance association was established between choice of specialisation area and functional area of summer training.

Challenges inherent in the operation and execution of internship programs are such as pedagogy, resources, roles, workload, participation and nomenclature. Issues contiguous internship is multifaceted. One of the many challenges documented related to the increasing number of stakeholders to be kept happy in an internship program. Industry partners were keen to join in an internship program but were not interested in the fine detail surrounding pedagogical approaches or compliance requirements opportunities. In the face of the contradictory perspectives of stakeholders their concerns were not generally related to the worth of the concept but to a certain extent the selection and operation of the pedagogical model to be used, and ongoing supervision of the program.

There needs to be a understandable perceptive by all of what is actually being assessed; is it academic skills, technical skills, generic skills or a combination of all of these? Does grading spotlight on the student's capacity to communicate their workplace learning experience or is it simply based on the success of their project? Another tricky issue is who actually does the evaluation. Is it the academic, the place of work supervisor or a combination of both? It is important to construct that how both the learning and the performance in the workplace is integrated into the grading process. Developing proper assessment tasks as well as determining how they will be graded is very tough and may pestilence this program. Several employers are hesitant to participate in the assessment as they favour to stay at arms length and have the final product assessed independently. The time involved in assessing may be an additional deterrent for some employers.

Internships will involve major input from the industry partner, with no guarantee of return. 'Employers will want to know 'what is in it for us? It must be a win/win situation' (Employer). Marketing the concept to potential employers will be not easy and taxing and some may not be interested in the 'academic work' involved.

Creating the most favourable learning environment for internships can be hard and complex, as, unlike the classroom, in the workplace the student is not essentially the central concern, and the learning experiences are often unique and random (Billett, 2006). Hence, a strictly defined program of learning in the workplace is difficult to establish (Flinders University, 2009). Employers too have to know the educational expectations of the student and the university contribute critical part in the learning experience.

The administration and management of internships are very time consuming for faculties. Present academic workload models reward research, and although there is an allowance for teaching activities there is little credit of the monitoring and administrative tasks coupled with internships There be

a clear call for an extensive internal/external marketing and promotional campaign if the program is to be productively initiated. Future success of the internship program is reliant not only on marketing or promotion to students but keeping students fully informed about the benefits for their professional careers. This will necessitate a cultural change within the faculty, which promotes the internship program as a suitable extension of the discipline being studied. This cultural change is not exclusively for the benefit of students nevertheless discipline academics need to understand its importance within the program if it is to be seen as fully integrated into a courses professional practice.

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**Annexure 1**

Rotated Component Matrix

|  | Component |       |       |       |       |       |
|--|-----------|-------|-------|-------|-------|-------|
|  | 1         | 2     | 3     | 4     | 5     | 6     |
| feedback from the host organization  | .742      | -.104 | -.040 | .124  | .209  | .130  |
| feedback must be made mandatory from hos organization  | .709      | .136  | .156  | .183  | -.089 | .055  |
| administering diagnostic test for exploring focused area of interest befoe final selection               | .707      | .154  | .164  | .040  | .179  | .055  |
| involvement of corporate representative in selection of trainees.  | .675      | .243  | .146  | .088  | .083  | .014  |
| summer training report should be evaluated by corporate exeutives of host organizatin                    | .540      | .220  | .150  | .066  | .229  | .285  |
| improving multiple skills  | .425      | .185  | .423  | .241  | -.122 | .038  |
| understanding the organizational structures in practical settings  | .155      | .704  | .189  | .176  | .027  | -.001 |
| improving multiple skills  | .060      | .645  | .106  | .264  | .017  | .112  |
| understanding the organizational structures in practical settings  | .237      | .557  | .088  | .141  | .174  | .163  |
| relate management theory to practice   | .134      | .433  | .368  | .066  | .064  | .272  |
| better exposure to the real life organizational problems   | .384      | .432  | -.020 | -.272 | .244  | -.151 |
| understanding how managers handle stress under various situations  | .175      | .073  | .720  | .129  | .079  | -.063 |
| understanding the work culture of the organization   | .085      | .185  | .626  | .178  | .051  | -.003 |
| opportunityy of sharng experience with the classmates about learning during the training                 | .094      | -.139 | .596  | .262  | .132  | .340  |
| improving commuication skills  | .079      | .446  | .588  | -.065 | .219  | -.088 |
| harnessing your skills   | .059      | .065  | .183  | .786  | .170  | .111  |
| developing good relationship with the organization   | .245      | .305  | .227  | .579  | -.037 | -.050 |
| current duration of summer training period is not sufficient for understanding organizations functioning | .222      | .465  | .094  | .514  | .193  | -.110 |
| summer training is a futile exercise   | .185      | .185  | .208  | .370  | .192  | .060  |
| continuous supervision and monitrong from institure  | .167      | -.312 | -.101 | .033  | .662  | -.255 |
| shaping the life style   | .076      | .232  | .428  | .050  | .579  | .168  |

|   |      |      |       |      |      |      |
|---|------|------|-------|------|------|------|
| summer training report should<br>be evaluated by corporate<br>executives of host organization | .209 | .301 | .189  | .074 | .541 | .042 |
| feedback must be made mandatory<br>from hos organization                                      | .049 | .359 | -.002 | .355 | .532 | .177 |
| inculcating professional skills   | .078 | .115 | .330  | .235 | .422 | .113 |
| shaping your personality  | .232 | .135 | .008  | .037 | .020 | .836 |

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

a Rotation converged in 9 iterations.

**Seminar on**  
**Activity Based Learning in**  
**Commerce Education**

**ABSTRACTS**

**Activity Based Learning in Commerce Education**

A. M. GURAV\*

ABL is very essential in commerce education because of practical and applied exposure to the commerce students. The perception of the students' is negative and lack of visionary teachers (except exceptional students and teachers) activity based learning become difficult. ABL is nothing but the systematic HR development by practical exposure under commerce stream.

**Learning Language through Language Laboratories :  
An Effective Way of Activity Based Learning.**

ANITA HOODA BARAK AND ASHA NEHRA\*\*

Activity-based learning started sometime in 1944 around World War II when a British man David Horsburgh came to India and finally decided to settle down there. He was an innovative thinker and charismatic leader. This paper is an attempt to find out the effectiveness of learning the languages through the language laboratories.

**A Case study on Activity Based Learning in Commerce  
Education**

APARNA KARKI AND A.N. TAMRAGUNDI\*\*\*

In this research article, an attempt is made to understand the concept of Activity Based Learning (ABL), level of awareness among the students, and its impact on students in quality enhancement.

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### **Activity Based Learning in Commerce Education**

BIKASH KUMAR MALVIYA\*

Activity-based learning (ABL) is a successful teaching model in the field of Commerce, medicine, engineering and science, and it has recently found its way to business schools. Activity-based learning or ABL describes a range of pedagogical approaches to teaching. Its core premises include the requirement that learning should be based on doing some hands-on experiments and activities. The idea of activity-based learning is rooted in the common notion that children are active learners rather than passive recipients of information. If child is provided the opportunity to explore by their own and provided an optimum learning environment then the learning becomes joyful and long-lasting.

### **Activity Based Learning in Commerce Education: Need and Means.**

BOHNSIKHA BORDOLOI AND JYOTISH BORDOLOI\*\*

Research consistently has shown that traditional lecture methods, in which professors talk and students listen, is teacher centered teaching method, one way communication procedure and abortive to motivate the students to learn. On the other hand activity based learning approach is unique and effective to motivate students.

### **Activity Based Learning in Commerce Education – A Need to Revive**

DEVENDER KAWDAY AND SATISH SHRIVASTAVA\*

The paper consists of the elaboration of the system in commerce education, the modern themes to be utilised as an activity based learning in commerce education, and similarly the importance of the same with the present demand in the market is also well elaborated.

### **A Study on Activity Based Learning in Commerce Education**

G.L. PEDHIWAL AND D.N. VYAS\*

New situations have given rise to the need for restructuring the curricula of commerce education at all levels so as to make it meaningful and compatible with the changing business scenario and introduce the concepts and techniques among the commerce teachers to further channelize and streamline their contribution. This study focuses on the crucial role of activity-based learning in commerce education.

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## **Activity Based Learning: An Innovative Method in Commerce Education**

GURCHARAN SINGH\*

ABL appears to be a system where the teacher can facilitate learning, without dominating the classroom or intimidating the student. This Paper traces the long history of the method and delineates the main aspects of the ABL. Suggestions for its improvement and strengthening are also made at the end.

## **Activity Based Learning in Commerce Education: Measures and Methods**

J. RAVI, P.P. CHANDRA BOSE AND E. SUBBARAO\*\*

The goal of activity-based learning is for learners to construct mental models that allow for 'higher-order' performance such as applied problem solving and transfer of information and skills. This paper focuses on the crucial role of learning objects in activity-based learning.

## **Role of Technology in Enhancing the Activity Based Learning in the Education Sector**

DR. JASVEEN KAUR AND BALJIT KAUR\*\*\*

The present paper has appraised the role of technology in enhancing the activity-based learning in the professional courses. The objectives of the study have been to examine the effortless learning of the students with the help of application of multimedia and also to examine the teachers' competence and attitude towards the technology. Furthermore, the study has been conducted to know whether technology has created innovations and helped students not to just pass the examination, but also to achieve the global edge in facing challenges.

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### **Impact of E-Learning on Activity Based Learning in Education Sector**

JASVEEN KAUR AND BALJIT KAUR\*

The present paper appraises the impact of e-learning on the activity based learning in the profession courses. The objectives of the study have examined the efficiency of the students with the help of application of e- learning. Furthermore, the study has been to know that whether e-learning technology has created innovations and helped students not to just pass the examination rather than they face the challenges in the global edge and get the new jobs.

### **A Role of Commerce Lab in Activity Based Learning in Commerce Education**

DR. K.P. BAIRAGI AND S.R. KENJALE\*\*

In this study an attempt has been made to find out, to what extent commerce lab and practicals introduced by University of Pune, are mostly based on Activity based learning and will help to improve the quality of commerce education.

### **Activities Based Learning in Commerce Education: Challenges & Opportunities**

M.N. SONDGE AND S.A. BAND\*\*\*

Education is an effective tools of social change. GER in India is about 9% as against 23% of world average & 50% & above in developed countries. Intensive efforts are essential to improve GER ensuring quality education to transform college & University students in employable talent pool. Tremendous scope is there to incorporate & implement activity based learning in commerce education like project work, role play, PPT, seminar & so on. Government should not use discriminating policy & allow equal opportunities for commerce faculty as like science & technology.

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### **Opportunities and Challenges of Management Education in India**

M.P. SURI GANESH, S. TARAKESWARA RAO AND L. PRASADA RAO\*

The complexities of worldwide markets must be integrated into the core undergraduate as well as post graduate management educational framework. The existence of an institution shall depend upon the quality of education and training offered. In future fittest will survive for which quality product service will be the key aspect.

### **Dynamics of Activity Based Learning: A Case of Business Studies**

M.S. RAWAT\*\*

The idea of activity based learning is rooted in the common notion that students are active learners rather than passive recipients of information or knowledge. Educational institutions should provide students opportunities to learn, think critically and develop creativity to achieve knowledge.

### **Activity Based Learning in Commerce Education in Chhattisgarh**

MADHULIKA AGRAWAL\*\*\*

In this paper, trends and prospects of activity based learning for entrepreneurship and business in Indian context are discussed. The paper also focuses on the consequences in the State of Chhattisgarh about the activity based learning. It highlights that because of lack of awareness and facilities such dimensions of knowledge cannot be explored to the state commercial education.

### **Business Education : A New Vision for the Globalised Era**

MANAS PANDEY\*\*\*\*

Business education, as an important branch of social sciences, is a dynamic, exciting and relatively contemporary field of knowledge. It relates to our daily life and hence its development and growth reflects the growth and development of the society. It is concerned with converting the available resources into meaningful avenues compatible for growth and development.

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### **Activity Based Learning in Commerce: An Experimental Approach**

MARIAM NORONHA AND SHILPI SHARMA\*

The study aims at finding out whether the student centered activities truly create an inclusive learning environment. It is examined whether there is a shift in power relations among the students themselves. The study also throws light on how diversity in gender, nationality and socio-economic background of students are related to attempts at creating inclusive learning environments.

### **Activity Based Learning in Commerce Education**

VIJAYKANT B. BAIRAGI AND K.R. UDMALE\*\*

Commerce education at present covers various aspects of business studies like accounting, management business laws business economics, inventory control and industrial relations etc. and accordingly may be redesignated as business studies like management education business education has more reference with changing business environment and commerce is one part of it, which means the knowledge about various business activities like industry trade, transport, banking insurance etc.

### **Activity Based Learning or Joyful Learning**

NEEL KAMAL PUROHIT\*\*\*

The ABL concept is a unique concept to overall development of a student. ABL is a useful tool to enhance the skills of students. It makes easy to learn any subject. For commerce students ABL approach should be accepted compulsorily. In academic side of commerce education, the students generally apply rote study. There are no practical approaches of study. On adoption of ABL process, a commerce student will be able to learn practical aspects of commercial activities.

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### **Need of Activity Based Learning in Commerce and Management Education in India.**

NEETU SINGH, CHANDAN SINGH AND KARUNENDRA PRATAP SINGH\*

This study examines the evidence for the effectiveness of active learning. It defines the common forms of active learning most relevant for Commerce and Management faculty and students and examines the core element of the method. It is found that there is broad but uneven support for the core elements of active, collaborative, cooperative and problem-based learning or Activity Based Learning. The core emphasis of the study is that Activity-based learning needs to be located more centrally in the world of higher education than it is currently.

### **Re-Orientation of Commerce Education in India – An Activity Based Approach**

NIKHIL BHUSAN DEY AND KINGSHUK ADHIKARI\*\*

The purpose of this paper is to highlight the challenges faced by the existing commerce education in the new millennium. The paper examines the weaknesses of commerce education in the context of performing its role as liberal education. The issue of vocationalization or professionalization of commerce education needs to be resolved under the changing economic scenario.

### **Activity Based Learning in Commerce Education: An Empirical Study**

NONGMAITHEM DADINA AND NIKHIL BHUSAN DEY\*\*\*

This paper aims to present the results of a survey, conducted to determine the effectiveness of a activity based learning in commerce education so that it can provide efficient manpower to the industries. The study is conducted to the students of Assam University, Silchar for the academic year 2011-2012. Data were collected using a structured interview scheduled from 58 commerce students.

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## **Defining Graduate**

P. SUDARSANAN PILLAI\*

The level of activity based learning in commerce education is based on its attainment of graduate attributes. This report reviews literature on graduate attributes and its importance in developing quality education. We summarize the report indicating the need for continuous industry-academia interaction, to decide on the level of activity based learning in commerce education.

## **An Effective Teaching and Learning Practices in Commerce Education**

R. RAJESH RAMKUMAR AND M.SELVAM\*\*

The effective teaching and learning takes place when a variety of teaching strategies are provided in the classroom and when the emphasis is on gaining understanding rather than just right answers. The Study aims to investigate the student learning outcomes and the effectiveness of teaching practices through commerce field. Commerce imparts experience of business world at large in all its manifestations. It prepares its learners for personally fruitful and socially desirable careers in the field of business.

## **Commerce Practical Education: Issues& challenges**

(Under Activity based learning)

R.J. SABALE\*\*\*

The present paper tries to study the issues & challenges for practical commerce education. We must think about whether our commerce education is capable of competing with that of provided by the foreign universities? Where our commerce graduate is having any demand at the global level? Whether commerce education that is provided in the colleges is according to the requirement of business and industries?

## **Activity Based Learning in Commerce Education**

R.S. MEENA\*\*\*\*

The present article modestly attempts to address certain relevant issues in connection with the challenges and opportunities faced by the commerce education in India in this dynamic business scenario. It is necessary to introduce more and more professional skills, so that output of graduates and researchers to be of the best quality in the world.

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## **Activity Based Learning in Commerce Education**

R.W. KULKARNI\*

Activity-based learning or ABL describes a range of pedagogical approaches to teaching. Its core premises include the requirement that learning should be based on doing some hands-on experiments and activities. The idea of activity-based learning is rooted in the common notion that children are active learners rather than passive recipients of information. If the children are provided the opportunity to explore by their own and provided an optimum learning environment then the learning becomes joyful and long-lasting.

## **Activity Based Learning: A Case Study of Woman Entrepreneurship Workshop- Femipower**

RAJU M. RATHOD, SARFARAJ I. MANSURI AND BRIJESH M. PATEL\*\*

The present study discusses why activity based learning- adult learning principles, different pedagogies used in activity based learning and one actual Woman Entrepreneurship Workshop-Femipower which used different types of techniques of learning.

## **Activity Based Learning of Commerce**

RATNA SHANKER MISHRA\*\*\*

This paper describes the effective teaching of commerce course from a traditional lecture based class to one centered around a dynamic and situated learning environment in which students are confronted with a "real-life" problem - how to start up and operate an information "e-businesses" in a competitive market economy. The paper concludes with an evaluation of the problem-centered approach to effective teaching of commerce.

## **An Empirical Study on Activity-Based Learning on Under Graduate Commerce Students**

S. JAYADEV AND SIJU SEBASTIAN\*\*\*\*

Activity-based learning (ABL) is a student-centered instructional strategy in which students collaboratively solve problems and reflect on their experiences. The (ABL) strategy' encouraged students to become active and independent, to take more responsibility for their own learning process.

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### **Assessment of Quality Framework for Online Education**

S. TARAKESWARA RAO AND M.P. SURI GANESH\*

With quality enhancement initiatives now a normal part of the accreditation process, university administration should be concerned with the level of satisfaction experienced by faculty serving in the online environment. It is imperative that faculty who teach using online modalities experience job satisfaction, which will lead to successful outcomes in quality enhancement initiatives.

### **Live Case Studies in Management Education – An Overview**

S. VANITHA, K. ARUL MANGAI AND P. SRINIVASAN\*\*

This study analyzes the usefulness of case study method in management education. The case study has several advantages over traditional teaching methods. Cases allow students to learn by doing. They allow students to step into the shoes of decision-makers in real organizations and deal with the issues the managers face, with no risk to themselves or the organization involved.

### **Challenges Before Commerce And Management Education**

S.D. TALEKAR, I.L CHANWAL AND D.P. TAKLE\*\*\*

Commerce education is that area of education which develops the required skills, attitudes and knowledge for the successful handling of trade and industry. Today it is growing discipline with multi-dimensional key areas like accounting, finance, marketing, and taxation, auditing statistics, human resource management, material management and information technology.

### **Effective Teaching of Commerce**

SANJIVE KUMAR SINGH, KRISHNA PRASHAD AND KAMINI KUMARI\*\*\*\*

According to Fredric Nicolas the systematic and detailed study of commerce make people proficient in this field. First and foremost need is to have firm grasp on the given subject so that students should take keen interest because a teacher having authority on subject can only take students to the highest level of learning. This much is true that instructional method is by far the best but we should take all the methods combined together such as lecture, discussion, seminar, role playing and independent study.

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### **Activity Based Learning and Students Satisfaction: An Empirical Study of Management Institutes of Haryana**

SANKET VIJ, PUNAM KUNDU AND DINESH DHANKHAR\*

The study has been undertaken for measuring student's satisfaction regarding service quality of Activity Based Learning offered by Management Institutes of Haryana (India). The purpose of this empirical study is to obtain information about quality parameters of services provided by selected institution, to find out as to how much these parameters rate are as per the expectations of the students.

### **Promoting Activity Based Learning in Commerce Education In Haryana - Teachers as Catalysts of Change**

SAT PAL WADHWA\*\*

The growing phenomenon of LPG - liberalization, privatization and globalization, has been immensely influencing the Commerce education. The activities related to e-commerce, e-finance, e-banking, e-investment, and e-marketing has been gaining importance and expanding very fast all over the world. These developments demand paradigm shift in teaching and learning process. The new skills and training is being required to cope up with these development which are taking place in the globalised era. In order to make teaching of commerce education effective the teacher has to select appropriate instructional method with the changing scenario of trade, commerce and industry.

### **Activity Based Learning: An Effective Model in Business Schools**

N. SANTOSH RANGANATH, B.R. AMBEDKAR, G. TULASI RAO AND B.R. AMBEDKAR\*\*\*

The goal of activity-based learning is for learners to construct mental models that allow for 'higher-order' performance such as applied problem solving and transfer of information and skills. New information and communication technologies make it possible to develop and deliver multimedia learning objects for activity-based learning. This paper focuses on the crucial model of learning objects in activity-based learning.

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### **Best Practices in Activity Based Learning**

T.N. MATHUR AND MAMTA JAIN\*

An educational institution that promotes non-discrimination and academic excellence, it expects all departments to adhere to academic and pedagogic behaviours which would best ensure good student/faculty relations to maximize accountability, transparency, coherence and procedural fairness in day to day course of administration and evaluation. The present paper documents guidelines to assist the faculty in the maintenance of best practices.

### **Reorienting Commerce Based Learning to Address Sustainability**

TARSEM LAL\*\*

Situations have given rise to the need for restructuring the curricula of commerce education at all levels so as to make it meaningful and compatible with the changing business scenario and introduce the concepts and techniques among the commerce teachers to further channelize and streamline their contribution. In the present study the main focus is on restructuring the course curriculum of business studies course of commerce stream at various levels, prepare activity based learning material for the students and develop habits of learning in students.

### **A Study of changing Perception, Personality and Attitude of Students through Practical Exposure**

UMA V.P. SHRIVASTAVA AND JEETENDRA N. MULKIKAR\*\*\*

“Tell me and I will forget, Show me and I may remember, Involve me and I will understand,” - said the great Chinese philosopher Confucius and today in this highly competitive professional world, this should be the mantra of modern educational system. The present study was conducted with the objective of understanding the difference in perception, personality and attitude of the students before and after the exposure.

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## **Activity Based Learning and Human Resource Development**

UMED SINGH\*

The main objectives of the higher education are, liberal education with the aim of fostering in the students an attitude of objective enquiry of the problems of human relationships and the human and social implications of technological change, and developing a capacity to appreciate the finer values of life etc. These objectives are taken as implied in the case of business education also. Education should be a three-fold process of imparting knowledge, developing skills, and inculcating proper attitudes and values towards life and society in general.

## **Short Term Apprentice For Commerce Learners**

VIPUL CHALOTRA AND PREETI SLATHIA\*\*

Apprenticeships are training programmes undertaken in the workplace, giving young people the opportunity to earn money while developing skills and qualifications. The main benefits which apprentice imparts are clearly portrayed in the paper. Further, the government functionaries must take initiatives to organize apprenticeship training programmes in assistance with trade shows, seminars, workshops, conference for strengthening confidence among commerce learners.

## **Activity-Based Learning and Its Impact on Management Students**

VINOD K. BHATNAGAR, NAVITA NATHANI, S.K. SHRIVASTAVA AND PRAKASH SHARMA\*\*\*

Activity-based learning (ABL) is a successful teaching model in the field of medicine, engineering and science, and it has recently found its way to business schools. At its core, this approach provides a way to integrate learning within students knowledge, and, by exposing them to a variety of activities, helps them learn how to learn. The purpose of this study was to examine the effect of activity-based learning on management students. The study showed that activity-based learning has gained a great importance among the management students at Gwalior.

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## **Green Marketing: A Study of Consumer Attitude and Environmental Concern**

AJAY KUMAR SINGH AND MONIKA BANSAL

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The purpose of this research is to ascertain the attitude of consumers towards green marketing. Based on the data collected through a survey method, the paper makes an assessment of the environmental concern prevalent among the consumers. The dimensions of attitude & environmental concern have been further studied on the basis of demographic variables gender & age groups. In addition, it aims at finding out the relationship between environmental concern of consumers & their attitude towards green marketing. Attempts have been made to study the existence of relationship between the attitude of consumers towards green marketing & the importance they have given to green products.

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### **Introduction**

When seen over a time frame of more than ten thousand years, there is a clear instance of massive surge in the concentration of greenhouse gases in the past few decades. As the environment continues to worsen, it has become a persistent public concern & such concerns have awakened the developed & developing countries to the green movement for preservation of the environment.

Sustainable energy, organic food, eco-friendly, green technology and green products are buzzwords in popular culture, publications and newspaper outlines today. As society becomes more concerned with the natural environment, businesses have begun to modify their behavior in an attempt to address society's "new" concerns. Such newly introduced modifications are visible in the efforts of business organizations those who have been quick to accept concepts like environmental management systems and waste minimization, and have integrated environmental issues into all organizational activities. Efforts aimed at tackling the problem of climate change can also be observed in terms of; investors increasing their analysis of corporate commitments to reducing emissions, most notably through the Carbon Disclosure Project. Some companies are undertaking Carbon Labeling exercises to understand value chain emissions, which can give a

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better understanding of potential future risks.

Business organizations, where creating customer satisfaction and building long-term profitable customer relationship have always been considered as the key to sustainability, are now heading their efforts to embrace green marketing strategies and are ready to exploit the emerging environmental issues. Another important dimension is the general belief that researchers and environmental activists hold, that through purchasing environmentally friendly products or green products, products with recyclable packaging or properly disposing of non-biodegradable garbage, consumers can contribute significantly to improve the quality of the environment (Muhmin, 2007). Experiences in other countries suggest that ecologically aware and alert consumers can play a catalytic role in alleviating environmental problems. Since consumers themselves are major contributors to environmental degradation and pollution, any environmentally responsible behavior on their part can go a long way in mitigating the problem of depletion of natural resources and bringing down pollution levels that have reached alarming heights in the country. Their increased concern for the environment and the resultant demand for green products can act as a pressure point on business firms to turn green and start marketing green products (Jain & Kaur, 2004). This belief is further contributing towards the development of goods & services with minimal detrimental impact on the environment. Though much of the attention accorded to this predicament of the environmental degradation is focused upon business practice, a measure of responsibility lies with the consumers as well. However, some of the greatest challenges faced by the firms are in terms of the attitude of consumers towards green issues, products & thus towards green marketing. In addition, the high cost invested in developing green products poses a question: Is there an acceptability of green products at a relatively higher price? As a result, it becomes imperative to explore how consumers view the environmental issues, and how they behave, especially in their attitudes towards green products or environmental friendly products.

### **Green Marketing**

Green marketing, also alternatively known as environmental marketing and sustainable marketing, refers to an organization's efforts at designing, promoting, pricing and distributing products that will not harm the environment (Pride and Ferrell 1993).

Polonsky (1994), defines green marketing as the set of activities designed to generate and facilitate any exchanges intended to satisfy human needs or wants, such that the satisfaction of these needs and wants occurs, with minimal detrimental impact on the natural environment. In simple words, green marketing comprises all those marketing activities which the firms undertake to create a positive impact or lessen the negative impact of their products on the environment. Harrison (1993), proposed green marketing strategy by firms through positioning the environmental benefits of green products to consumers' mindset to influence their purchasing decision. Like the domain of basic concept of marketing, the concept of green marketing

should also be construed as encompassing all the marketing activities ranging from making an assessment of the firm's operations on the environment to scanning marketing environment, identifying ecologically sensitive customers & designing, pricing, promoting & distributing products that have minimum detrimental impact on the environment. Focus of green marketing is thus, on sustainable environmental friendly marketing activities of a firm (Jain & Kaur, 2003). Thus, green marketing can be defined as "the holistic management process responsible for identifying, anticipating and satisfying the needs of customers and society in a profitable and sustainable way" (Peattie, 1997).

### **Review of Literature**

There is a growing body of evidence which indicates that environmental issues remain at the forefront of public concerns, at least as a social and public policy issue (Kaufman 1999, Ottman 1989, Polonsky 1998). Since consumers have emerged as a force to reckon within accelerating growth of corporate environmentalism and use of green marketing, they have also become a focal point of marketing research. A wide gamut of issues concerning consumers' environmental awareness, attitudes and behavior has been examined in the past. Views on green consumption range from the radical view emphasizing the need to reduce consumption (i.e. downshifting material and energy-intensive consumption) to a reformist view that draws on the theory of ecological modernization and emphasizes market-driven structural change in which the consumer's role is to adopt new cleaner technologies and favor greener products (Dryzek, 1997; Garner, 2000).

Studies undertaken in the area of consumers' environmental awareness and attitudes span from assessing environmental awareness/knowledge to analyzing perceived importance of environment importance of being environmentally friendly. Sudden rise in environmental concern is considered as genuine by consumers and people in India are willing to take environmentally friendly steps to ameliorate environmental problems (Jain & Kaur, 2008). Wanninayake (2008), in his study reported that green products have substantial awareness among customers and they are willing to pay something more on green products.

In their analysis of green consumer psychology, Ottman & Reilly (1998) maintains that when buying eco-friendly products, green consumers pursue to satisfy various needs. Such as, in order to reduce guilt of environmental pollution, they tend to buy the products which are environmentally friendly & to express lifestyle, they prefer to buy green versions of a product. Consumers with better income, higher education and small family size are willing to pay more for products like organic vegetables; however, the need for certification and labeling to give credence to the organic products is strongly felt among the consumers (Bhatta, et.al.). To be able to make environmentally aware decisions, consumers must have both information and certain practical skills and knowledge e.g. to be able to identify environmental characteristic of a product or service, to sort waste. Additionally, the development of appropriate contents of environmental

information for individuals is needed investigating consumer's selection behavior (Dubey,2007).

Research studies reveal that consumer attitude on the government's role and their personal norm towards the environment contributes significantly to their attitude on green product. For instance, government's most important roles, as perceived by consumers, is to create a policy and regulatory framework that encourages sustainable behavior and stimulates the provision of sustainable goods and services in the market (Dubey,2007). In addition, personal norms of consumers constitute the most important contributor towards green products, but the consumers' attitudes on the green products are not facilitated by the positive attitudes of consumers towards environmental protection (Chen &Chai, 2010).

It has been reported that, knowledge on environmental issues is the significant predictor of consumer behavior to be responsible towards environment, and tends to create awareness in brands and possible positive attitudes towards green brands, while environmental labels may assist in identifying green product attributes (Junaedi, 2007). In contrast, consumer's knowledge of the environmental issues does not necessarily indicate that he will make the decision to buy green products. Green purchase intention, arguably, depends on consumer's altruism and the way they can be motivated (D'Souza, Taghian &Lamb, 2006; Pickett- Baker J., Ozaki, 2008). Studies indicates that two of the factors were especially strong determinants of the green consumer, i.e., 1) the tendency for consumers to be careful when shopping, buying more energy-efficient, less polluting, environmentally friendly, recycled and biodegradable products, and, 2) the tendency towards environmental activism (Finisterra do Paco & Raposo, 2008). Different segments namely Aspirants, Addicts, Adjusters, and Avoiders were identified in a study focused on Indian consumers (Chitra, 2008).

Of late, other dimensions of green marketing have also been identified. One such dimension is carbon labeling & the potential for labeling to stimulate reductions in Carbon emissions (Vanclay, Shortiss John., et al., 2011) is gaining prominence. A recent focus group conducted for the Tesco (UK) supermarket chain found that customers were concerned about climate change and interested in carbon labeling of supermarket products.

### **Objectives**

- 1) To study the attitude of Indian consumers towards green marketing.
- 2) To understand the importance given to green aspects of products while making purchase decisions.
- 3) To study the general environmental concern of consumers.
- 4) To study the relationship between general environmental concern of consumers & their attitude toward green marketing.
- 5) To study the relationship between attitude of consumers towards green marketing & the importance given to green products.

### Hypotheses

To achieve the study objectives, following null hypotheses have been formulated:

- H<sub>01</sub>** : There is no significant difference between male and female individuals in their attitudes towards green marketing.
- H<sub>02</sub>** : There is no significant difference between male and female in terms of importance given to green products while making purchase decisions.
- H<sub>03</sub>** : There is no significant difference in the general environmental concerns of male & female individuals.
- H<sub>04</sub>** : There is no significant impact of age on the attitude of individuals towards green marketing.
- H<sub>05</sub>** : Age doesn't have any significant impact on the importance given to green products.
- H<sub>06</sub>** : There is no significance difference in the general environmental concerns of individuals belonging to different age groups.
- H<sub>07</sub>** : There is no significant relationship between consumer's attitudes towards green marketing and the importance given to green products while making purchase decisions.
- H<sub>08</sub>** : There is no significant relationship between the general environmental concerns of consumers & their attitude towards green marketing.

### Research Methodology

For the purpose of study, both primary & secondary data sources of information were used. Journals, published books etc. constituted the secondary sources of data collection. Primary data to test the hypotheses collected using a structured questionnaire to a sample of 100 consumers on a non-random convenience basis. The questionnaire was adopted from the researches conducted in the area of green marketing. The various statistical tools like frequency, mean, correlation, chi-square, t-test & f test have been used for the purpose of analysis.

Table 1: Percentage & mean score – statements on attitude towards green marketing

| S.No. | Statement   | Mean score |
|-------|---|------------|
| 1.    | Environmental issue is an emerging issue  | 4.61       |
| 2.    | I am aware of green marketing   | 3.54       |
| 3.    | Environmental issues are consumers responsibility   | 3.75       |
| 4.    | Companies have to produce eco-friendly products   | 4.51       |
| 5.    | I am aware of eco-labels pasted on products   | 3.89       |
| 6.    | I am more likely to buy the products whose components do not include the elements which could cause damage to the environment | 3.79       |
| 7.    | I am more likely to impressed with the advertisements which emphasize that products are eco-friendly                          | 4.02       |
| 8.    | I feel more comfortable buying a brand which has a green image  | 3.87       |
| 9.    | I do not mind paying a premium price for purchasing an eco-friendly product   | 3.57       |
| 10.   | I prefer to buy a product from retailers those who market eco-friendly products.  | 3.53       |



From the table 1 it is clear that maximum agreement was there for the statement 'Environmental issue is an emergency issue' (64%, mean score 4.61), Companies have to produce eco-friendly products(54%), environmental issues are consumers responsibility(55%),I am more likely to be impressed with the advertisements which emphasize that products are eco-friendly (54%),consumer are aware of eco-labels pasted on products(50%),I am more likely to buy the products whose components do not include the elements which could damage the environment (44%), Awareness of green marketing(44%),I prefer to buy a product from retailers who market eco-friendly products (44%) and I feel more comfortable buying a brand which has a green image (49%).

### Influence of Gender

Table 2: Differences in consumer attitude and general environmental Consciousness towards green marketing on the basis of gender

#### Group Statistics

|                         | Gender | N  | Mean    | Std. Deviation | Std. Error Mean |
|-------------------------|--------|----|---------|----------------|-----------------|
| CA                      | FEMALE | 58 | 39.7586 | 4.19820        | .55125          |
|                         | MALE   | 42 | 38.1429 | 4.56696        | .70470          |
| <i>Group Statistics</i> |        |    |         |                |                 |
| GEC                     | FEMALE | 56 | 49.8750 | 5.19462        | .69416          |
|                         | MALE   | 41 | 51.2683 | 6.82285        | 1.06555         |

Table 3: t-test for Equality of means

|     |                               | T      | Df | Sig.<br>(2-tailed) | Mean<br>Difference | Std. Error<br>Difference | 95% Confidence Interval<br>of the Difference |         |
|-----|-------------------------------|--------|----|--------------------|--------------------|--------------------------|--|---------|
|     |                               |        |    |                    |                    |                          | Lower  | Upper   |
| CA  | Equal<br>variances<br>assumed | 1.831  | 98 | .070               | 1.61576            | .88263                   | -.13578                                      | 3.36731 |
| GEC | Equal<br>variances<br>assumed | -1.142 | 95 | .256               | -1.39329           | 1.21987                  | -3.81503                                     | 1.02845 |

Note: At 5% level of significance, the hypothesis HO<sub>1</sub> was accepted, which states that male and female respondents did not differ significantly in their attitude towards green marketing as the obtained 't' value of 1.831 was found to be non-significant (P=.070).

At 5% level of significance, the hypothesis HO<sub>3</sub> was accepted. It states that male and female respondents did not differ significantly in their general environmental consciousness as the obtained 'p' value (.134) given in table is found to be non-significant.

### Importance of green on the basis of gender

Table 4: Chi-Square tests

|                              | Value              | df | Asymp. Sig. (2-sided) |
|------------------------------|--------------------|----|-----------------------|
| Pearson Chi-Square           | 2.104 <sup>a</sup> | 3  | .551                  |
| Likelihood Ratio             | 2.112              | 3  | .550                  |
| Linear-by-Linear Association | .210               | 1  | .647                  |
| N of Valid Cases             | 100                |    |                       |

a. 1 cells (12.5%) have expected count less than 5. The minimum expected count is 3.78.

Note: At 5% level of significance, the hypothesis HO2 was accepted. It states that there is no association between gender & importance given to green products while making purchase decisions as p value(.551) is found to be non-significant.

### Influence of Age

Table 5: Consumer attitude towards green marketing

| Anova          |                |    |             |       |      |
|----------------|----------------|----|-------------|-------|------|
| CA             | Sum of Squares | df | Mean Square | F     | Sig. |
| Between Groups | 98.639         | 3  | 32.880      | 1.730 | .166 |
| Within Groups  | 1824.721       | 96 | 19.008      |       |      |
| Total          | 1923.360       | 99 |             |       |      |

Note: At 5% level of significance, the hypothesis HO4 was accepted. It states that individuals belonging to different age groups did not differ significantly in terms of their attitude towards green marketing as p value( .166) given in table 5 is non-significant.

### Importance given to green on age basis

Table 6: Chi-Square Tests

|                              | Value              | df | Asymp. Sig. (2-sided) |
|------------------------------|--------------------|----|-----------------------|
| Pearson Chi-Square           | 7.973 <sup>a</sup> | 9  | .537                  |
| Likelihood Ratio             | 8.270              | 9  | .507                  |
| Linear-by-Linear Association | .282               | 1  | .595                  |
| N of Valid Cases             | 100                |    |                       |

a. 9 cells (56.3%) have expected count less than 5. The minimum expected count is .54.

Note: At 5% level of significance, the hypothesis HO5 was accepted. It states that there is no association between age & importance given to green(p value .537).

Table 7: General environmental concerns on the basis of age

| GEC            | Sum of Squares | df | Mean Square | F     | Sig. |
|----------------|----------------|----|-------------|-------|------|
| Between Groups | 255.135        | 3  | 85.045      | 2.521 | .063 |
| Within Groups  | 3136.989       | 93 | 33.731      |       |      |
| Total          | 3392.124       | 96 |             |       |      |

Note: At 5% level of significance, the hypothesis HO6 was accepted. It states that individual belonging to different age groups did not differ significantly in their general environmental concerns as the p value(.063) indicates non-significant differences.

Table 8: Correlation between general environmental consciousness &amp; consumer attitude towards green marketing

|     | Value               | df   | Asymp. Sig. (2-sided) |
|-----|---------------------|------|-----------------------|
| GEC | Pearson Correlation | 1    |                       |
|     | Sig. (2-tailed)     |      |                       |
|     | N                   | 97   |                       |
| CA  | Pearson Correlation | .178 | 1                     |
|     | Sig. (2-tailed)     | .081 |                       |
|     | N                   | 97   | 100                   |

Note: The above given table reveals that there doesn't exist any significant relationship between General environmental consciousness of consumers & their attitude towards green marketing. The p value calculated does not indicate significant relationship among the studied variables.

Table 9: Correlation between Consumer attitude towards green marketing

|                     | CA                  | importance of green |
|---------------------|---------------------|---------------------|
| CA                  | Pearson Correlation | 1                   |
|                     | Sig. (2-tailed)     |                     |
|                     | N                   | 100                 |
| importance of green | Pearson Correlation | .276**              |
|                     | Sig. (2-tailed)     | .005                |
|                     | N                   | 100                 |

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Note: The relationship between attitude of consumers towards green marketing & the Importance given to green was found to be significant (p=.005)

Table 10: Importance of green

| Importance of green  | Percent |
|----------------------|---------|
| Rarely look & buy    | 9.0     |
| Sometimes look & buy | 41.0    |
| Look & often buy     | 27.0    |
| Look & mainly buy    | 23.0    |
| Total                | 100.0   |

As evident from Table 10, majority of respondents sometimes look for green products & buy them, whereas the % value for rarely look & buy dimension indicates a very low score.

Table 11: General environmental consciousness

| Statements   | Mean score |
|--|------------|
| <i>A. Perceived Relationship between Economic Growth and Environment</i>                         | 3.93       |
| 1. Economic development is accompanied by environmental problems.                                | 3.90       |
| 2. We are approaching the limit to the number of people that Earth can support                   | 3.90       |
| 3. There are limits to growth beyond which industrialized society cannot expand.                 | 3.64       |
| <i>B. People's Concern for Environment</i>   | 3.38       |
| 1. People in India are not concerned about environmental problems.                               |            |
| 2. Humans have a right to modify natural environment to suit their needs.                        | 2.56       |
| 3. Younger generation is more concerned with environment.  | 3.57       |
| <i>C. Genuineness of Environmental Concern</i>   | 2.69       |
| 1. Sudden rise in environmental concern is all just a hype.                                      | 2.97       |
| 2. People have other serious problems than environmental degradation.                            | 3.37       |
| 3. Environmental concern shown by companies is a sales gimmick                                   |            |
| <i>D. Perceived Role of Various Contributors to Environmental Problems</i>                       | 3.28       |
| 1. Politicians are responsible for much of the environmental problems.                           | 3.89       |
| 2. Government departments advertise a lot to reduce wastage, but they themselves waste resources |            |
| 3. Lack of enforcement of laws is a major cause for environmental problems in India.             | 4.24       |
| <i>E. Perceived effectiveness of Environmental Actions</i>                                       | 4.42       |
| 1. Government can do a lot to sustain the environment  |            |
| 2. Laws cannot do much to reduce environmental degradation.                                      | 2.46       |
| 3. Little can people do to reduce environmental degradation.                                     |            |
|  | 2.17       |

Results shown in Table 11 indicates that significantly large no. of respondents (56%) agrees to the notion that economic development is accompanied by environmental problems & thus, they do not appear ambivalent about the relationship between economic growth and environment. Additionally, they do consider (39%) that there are limits to growth &, think that the earth has reached a limit to support an additional number of people (50%).

Concerning the second dimension, respondents (46%) do feel that human beings have no right to modify natural environment, while surprisingly only 33% feel that people in India are concerned about environment & 38% disagree

with the same. The respondents appear positive about the statement that younger people are more environmentally concerned. Large number of respondents holds the opinion that lack of proper enforcement of laws is reported as a contributory factor to environmental degradation. With regard to the dimension perceived effectiveness of environmental actions, it is strongly felt among the respondents that government can do a lot to protect the environment, while 40% of the respondents disagree with the fact that there is little that people can do to reduce environmental degradation.

### **Conclusion**

It is quite evident from the study that individuals consider the environmental issue as an emerging issue. Looking at the exigency of tackling climate change & associated concerns, a significant number of people understand their responsibility towards the environment. As far as the attitude of individuals towards green marketing is considered, it can be said that green marketing has a long way to go as people are aware of green marketing, along with an indicated positive inclination towards the purchase of green products. Additionally, it was found that consumers sometime look for green products while making purchase, along with an agreement towards the fact that green products should cost same, but they are willing to opt for green options. Concerning the role of government, consumers hold the opinion that it can act as a major deterrent to the occurrence of environmental problems & can play a very vital role in environmental sustainability. Lack of proper enforcement of laws is also reported as a contributory factor to environmental degradation. Differences in the consumer attitude towards green marketing, importance of green & general environmental concern were found to be insignificant on the basis of gender & age. But, the relationship between consumer attitude towards green marketing & importance of green products was found to be significant.

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# **Internal Marketing Analysis of Recruitment Advertisements**

SONAL SISODIA AND NIMIT CHOWDHARY

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This research work stresses that one way of managing the internal marketing successfully is through designing effective and compelling recruitment advertisements (also called job advertisements). The contention is to establish the fact that from being purely transactional in nature, recruitment marketing has the potential to be a critical dimension of corporate advertising and brand building. The study makes use of content analysis and presents guidelines on the construction of an effective recruitment advertisement in print especially designed for service sector.

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## **Introduction**

In companies where service is important, people provide the product. Employees will readily assimilate the values, attitudes and behaviours that facilitate a market orientation if treated as important as the external customers. As companies today become more and more competitive, they must be able to differentiate themselves from the competition. As a result, top-level executives of outstanding service organizations spend little time setting profit goals or focusing on market share; instead, they understand that, in the new economics of service, frontline workers and customers need to be the centre of management concern. Marketing internally, that is, to one's own employees is indispensable if an organization wants to instill the right service attitude in them. It has almost become axiomatic for organisations to have robust internal marketing practices. Recruitment and selection lie at the heart of how businesses procure human resources required to maintain a sustainable competitive advantage over rivals (Heraty and Morley, 1998). Needless to say, the profitability and even the survival of an enterprise usually depends upon the calibre of the workforce and it has been argued that the costs of ineffectual commercial viability can often be attributed to decades of ineffective recruitment and selection methods (Lewis, 1984; Plumbley, 1985; Terpstra, 1996 cited in Heraty and Morley, 1998). The cost of a bad hire is reflected not just in terms of monetary loss but can also affect the goodwill of the organization adversely.

Traditionally, recruitment was thought to be the responsibility of HR departments. However, with the changing times, marketing has come to forefront here. It is now being believed that good recruitment can happen

only when the organization markets itself as the best employer. The main objectives of '*Employer branding*' is to attract top-shelf talents to join the company, to engage employees in cultivating a sense of belonging by keeping them satisfied, to assure the identification of the employee's vision and way of thinking with the company they are applying for and to stimulate them to achieve the expected business outcome once employed.

One way of good employer branding could be through designing a recruitment advertisement that provides insights into the job advertised and consequently generates a pool of qualified suitable applicants. Cullen (2004) emphasizes that recruitment advertising provides a rich source of textual material whose content serves to attract prospective entrants to a management culture, and to dissuade those not "fit" with the orientation of this key organizational sub-culture. Recruitment advertising is a form of corporate communication that addresses an organisation's ever increasing need for effective and efficient people. Recruitment communication thus serves three main purposes: it affirms to the current employees that their company is doing well; it communicates with the future employees; and it helps to build the organizational brand.

The global market for recruitment advertising is upwards of \$10 billion. Interestingly, the world has become a big workforce marketplace. Recruitment supplements in newspapers are no longer only for the job seeker. They are also targeted at the person who wants to do his job better and often contain both factual information and persuasive messages. Today almost all sectors in services and manufacturing are using the appointment route to brand their corporate philosophy. Researchers such as Heraty and Morley (1998) and Hekens et al., (2005) opine that perhaps the most commonly recognised recruitment method is the print advertisement, at local or national level. All other methods are more of a supplement or a reminder medium to the traditional methods, feels Ramachander (2008).

### **Literature Review**

Much of the prescriptive literature on recruitment marketing explores possible changes in the marketplace and its reflection in the job ads. Cullen (2004) opines, "Recruitment advertising is how the employment market communicates its needs to individuals seeking to engage with it". Mathews and Redman (1995) describe recruitment advertisement as a mass media communication that serves not only to state job requirements and notify vacancies but also as a platform for the transmission of organizational messages. In a similar vein, Kennan and Kole (2006) assert that job advertisements provide a window to the marketplace, and it can be argued that one practical way the profession can demonstrate its worth is by shaping up against job ad specifications in that marketplace. Talking of the advertisement contents, the issue of use of personal attributes in recruitment advertisement has been much debated upon. Researchers like Hill and Maycock (1991); Lunn (1987); Barsoux's (1993); Dench (1997) advocate the emphasis on personal attributes in job advertisements. Conversely, researchers including Redmond (1989) and Vaughan (1989) among others



express strong opinions that the personal attributes of the ideal candidate are one area that should definitely not appear. Researchers including Clyde, 2002; Xu, 1996; Heimer, 2002; found that technical skills, technological expertise, interpersonal and behavioural skills, and service delivery competencies featured frequently in job advertisements. Blackhurst (1991) witnessed the growth and success of 'grey power' in managers.

As Challapalli (2005) observes, the job advertisements have gone from being modest and monotonous to being bold and beautiful. The author adds that even the black-and-white ones are no longer the look-alikes of drab tender notices. Although the Indian IT sector does minimal corporate image building advertising, they more than compensate for it through these recruitment ads. Challapalli (2005) states that since most technology and operations companies do not have domestic clients, there are hardly any corporate campaigns in print and so companies are combining that with recruitment ads. These advertisements give organizations a hope as much to retain employees as much as they do to attract.

All these developments have brought about a tectonic shift in the job advertisements — from an archetypal stock-image led ads to a more daring, bold and colourful ones, reflecting the company's personality. Nair (2008) posits that most of the software service firms look alike, sound alike, work alike and all of them have a universal issue of attrition and retention. So the aim of such companies is to develop a recruitment ad that should build an identity for organization as a great place to work besides creating a positive perception in the minds of all the readers, who may not apply immediately but may be possible employees for the future.

### **Hypotheses**

The present research suggests some guidelines for the managers of service organizations on the content of recruitment advertisements that could enhance appeal of the ad, thus facilitating recruiters in targeting their advertising efforts. The course adopted here has been to delve into the aspect of firstly, what constitutes a services recruitment ad by way of picking up relevant past researches and secondly, adjusting for the already inclusive contents in order to derive a comprehensive framework for the same. George and Berry (cited in Bang and Moon, 2002) advised marketers to enhance the concreteness of services advertising by developing ways to making services appear more tangible. As a means to facilitate the tangibilisation of services advertising for services marketers, several guidelines were developed by George and Berry (adapted from Bang and Moon, 2002). It is required however that the contents of the guidelines need to be modified for the present research in order to accommodate the contents conveyed in the recruitment advertisements.

The first proposition states that the recruitment advertisements in context would follow the George and Berry, (1981) guidelines.

**P<sub>1</sub>** : In general, the service organisations' recruitment advertisements deploy tangibilisation strategy (suggested by Berry and George)

The first guideline demonstrates that services advertising should make use of endorsements in order to capitalize on word of mouth. Recruitment advertisements can illustrate their present employees to speak from their positive personal experiences at the workplace so as to offset risks.

**H<sub>o1a</sub>** : There is no difference in the use of employee endorsement across the Lovelock's four service categories.

The second guideline puts forth the belief that services advertising should provide tangible clues about the quality of service (cited in Bang and Moon, 2002). In terms of recruitment advertising, it is conceived that the greater use of association structures may be effective in drawing prospective applicants.

**H<sub>o1b</sub>** : There is no difference in the efforts to influence prospective employees' perception of organization/ job offered by making use of tangible clues across the Lovelock's four service categories.

Elaborating the next guideline, authors Bang and Moon (2002) state that service advertising should make the services more easily understood. Citing Stafford (1996), authors posit that intangibility of services makes them difficult to grasp; and so marketers should provide tangible cues to assist consumers in understanding the service.

**H<sub>o1c</sub>** : There is no difference in the use of tangible cues to facilitate better understanding of nature and content of jobs across the Lovelock's four service categories.

The fourth guideline cautions marketers to advertise what is possible. The advertisements sometimes make unrealistic promises, those which they can possibly deliver only a few times. These promises could relate to issues as varied as those of pay and perks, career advancement, work culture or social recognition; among others. It is hence proposed that recruitment advertisements for services tend to make tall promises to the applicants.

**H<sub>o1d</sub>** : There is no difference in the extent of service recruitment advertisements indulging in making tall/exaggerated promises to the job applicants across the Lovelock's four service categories.

Additionally, another framework by Berry and Clark (1986) regarding *cognitive communication strategies* that present tangibles in the service process by visualization, association, physical representation and documentation was used. Advertising using visualization is designed to give consumers a vivid, mental picture of a service benefits or qualities (Bang and Moon, 2002). In association, a service is linked to some extrinsic good, person, event, place or object (Bang and Moon, 2002). Herrington *et al.*, (1996) cite Berry (1980) to suggest that while services are intangible, they are often surrounded by a number of tangible cues (e.g., physical evidence of the service) that could form the basis for communication strategy. Lastly, documentation is to use facts or figures to underscore the value or quality of the service (Bang and Moon, 2002).

**H<sub>o2</sub>** : There is no difference in the use of Berry and Clark's cognitive communication strategies across the Lovelock's four service categories.

### Research Design

It is a qualitative study that uses content analysis technique. Content analysis is a method of codifying the text of writing into various groups or categories based on selected criteria with frequency indicating the importance of the subject matter (Krippendorff, 1980). To increase reliability in recording and analyzing data as suggested by Krippendorff (1980) cited in Guthrie et al., (2004), the disclosure categories in the present research were selected from well-grounded literature. Secondly, a reliable coding instrument was developed. Post training, coding decisions were taken on pilot sample ensuring that decisions reached acceptable levels.

Services literature offers several schemes for classifying services. This research uses Lovelock's (1983, 2003) classification scheme of services where services are classified on the basis of the characteristics of the service process. This framework distinguishes services directed at 'people' from those directed at 'things'. Lovelock (2003) contends that being able to categorize services into groups with common characteristics helps managers think strategically about their particular service and to be less likely to think myopically about their particular industry.

Based on Walgren and Mohr's (1998) choice of individual advertisements as the unit of analysis, the present study has reasons for choosing recruitment advertisements as unit of analysis. Recruitment advertisements serve as an effective means to attract a large pool of potential applicants. The unobtrusive nature of the advertisement itself helps to minimize distortion by enabling the researcher to bypass selective perceptions of the consumer.

In the present study, 'scope' samples (as recommended by Altheide, 1996; cited in Guthrie et al; 2004) are justifiable and hence the sample used in the study is obtained from recruitment advertisements of service organization in Indian newspapers (weekly job supplements). Two national newspapers (Times of India and The Hindustan Times) and one regional daily (The Tribune-English edition) were selected for the study. There were a total of 489 recruitment advertisements that fulfilled the criteria of the four categories of Lovelock's services framework. From this initial sample, a subset of advertisements was compiled based on an additional criterion i.e. only non-duplicated advertisements were included. Application of this criterion resulted in a total of 317 recruitment advertisements. The advertisements ranged in size from less than one-eighth of a page to full page spreads in order to cover the entire range of services recruitment organizations irrespective of size. However, the full-page advertisements were excluded from the sample. That reduced the sample to 314.

As expected, the number of advertisements in each cell varied considerably. The identified services advertisements were not evenly distributed across the four categories of 'Lovelock's Service Recipient × Nature of Service Act' framework. In order to create a balanced sample for content analysis, the researchers independently examined the advertisement set with the objective of obtaining 40 services advertisements for each of the four categories. The final pool of 160 advertisements reflected Lovelock's four service categories

(i.e. tangible acts directed toward people (people processing services), tangible acts directed at possessions (possession processing services), intangible acts directed toward people (mental stimulus processing services), and intangible acts directed at possessions (information processing services). The advertisements were coded as A1-A40, B1-B40, C1-C40 and D1-D40 in accordance with the service categories. Inter-coder reliability was measured by the percentage of consensus agreement in recoding a common set of advertisements as a team. It was 100 percent for binary variables and averaged 90 percent for multiple-category variables. These results are consistent with inter-coder reliability figures reported in earlier studies (Okigbo, *et al.*, 2005).

The data coding instrument and codebook with operational definitions were developed. Category sets were exhaustive and mutually exclusive. Five postgraduate students pursuing Masters in Business Administration were selected as independent coders. The coders were unaware of the study's purpose. To control the coder variance, same coders evaluated all advertisements.

### Analysis

The propositions and hypotheses developed were tested using statistical analysis. This analysis (using SPSS) consists of firstly calculating the *frequency* of each variable in the advertisement set. Thereafter, a *cross tabulation* was conducted so as to compare the prevalence of select variables across the different service categories. In order to substantiate the content analysis results, *chi square test* was then applied to test the propositions developed earlier.

Table 1: Comparison of advertisement elements across Lovelock's service categories

| Advertisement element                                | People processing (PP)            | Possession processing (PoP)    | Mental stimulus processing (MSP) | Information processing (IP)    |
|--|-----------------------------------|--------------------------------|----------------------------------|--------------------------------|
| Testimonials used                                    | Nil                               | Nil                            | Nil                              | Very few                       |
| Tangible clue used to influence applicant perception | More than PoP but less than IP    | Least                          | Most                             | More than PP                   |
| Tangible clue used to understand nature of job       | More than IP but less than MSP    | Least                          | Most                             | More than PoP but less than PP |
| Exaggerated claims used                              | Least                             | More than MSP but less than IP | More than PP                     | Most                           |
| Cognitive communication strategies used              | Uses more physical representation | Uses more association          | Uses more association            | Uses more visualisation        |

Table 2: Hypotheses and their outcome

|                  |   |     |
|------------------|---|-----|
| H <sub>o1a</sub> | no difference in use of testimonials across service categories  | no  |
| H <sub>o1b</sub> | no difference in use of tangibles to influence applicants across service categories                               | no  |
| H <sub>o1c</sub> | no difference in use of tangible cues to aid understanding of nature and content of job across service categories | yes |
| H <sub>o1d</sub> | no difference in the extent of exaggerated promises across service categories                                     | no  |
| H <sub>o2</sub>  | no difference in use of Berry and Clark's cognitive communication strategies across service categories            | no  |

**Tangibilisation used (P<sub>1</sub>):** With regard to tangibilisation used in recruitment advertisements, it was evident that majority of advertisements used some kind of tangible associations. It is conceivable that prospective employees would have a set of expectations when they interact with the organization; be it for the first time or as part of an ongoing relationship. These expectations would naturally be formed based on some factors, the advertising communication being an important one; which would shape the perception in the applicant's mind.

**Use of tangibles to influence applicants (H<sub>1b</sub>):** Most assertions pronounced by academics are amplified by the research findings that about two third of the recruitment advertisements in the sample used tangible clues to positively influence the applicants' psyche. Across the service types, however, the variation in the use of these tangible clues was statistically significant. Of particular relevance is the fact that recruitment advertisements for services with greater level of intangible actions (mental stimulus processing and information processing) employed higher number of clues in comparison to services with greater tangibility.

**Use of cognitive communication strategy (H<sub>2</sub>):** The findings in this study were in line with the academic prescription; with a large majority of recruitment advertisements employing one or more of these cognitive communication strategies. Most advertisements concentrate on the use of association strategy while fewest advertisements have been seen employing documentation strategy. Moreover, it emerges that information processing category focus more on using 'visualisation'; people processing advertisements exhibit more 'physical representation'; possession processing advertisements demonstrate more 'documentation' while mental stimulus processing advertisements use 'association' to express tangibilisation.

**Use of testimonials (H<sub>1a</sub>):** A great deal of published recruitment literature recommends the use of employee endorsements (testimonials) in job advertisements. In practice though, this study exhibits ample evidence of recruitment advertisements not following the academic prescriptions. *Notwithstanding the scholastic suggestion of featuring employees exhibiting positive dispositions towards the organisation, it is surprising to find hardly any recruitment advertisement employing testimonials.* Such discrepancy between theory and practice merits further analysis.

**Use of tangible cues to aid understanding of nature and content of job**

**(H<sub>1c</sub>):** The employers of service organizations seem to acknowledge academic recommendations which argue that the use of these clues can assist consumers in comprehending the job contents and management expectations. It becomes evident that mental stimulus processing services include most advertisements employing tangible clues to make jobs more comprehensible. A possible *raison d'être* for this could be that this service type has to interact with people's minds and therefore employers need more concrete evidences and clues to support the core service.

**Use of exaggerated claims (H<sub>1d</sub>):** While it is ultimately desirable to make high promises, researchers have cautioned employers to stay away from indulging in making tall claims which might be unrealistic and thus difficult to deliver. The results obtained in this research indicate that very few recruitment advertisements made exaggerated claims.

**Discussion**

The present leaner, restructured service organizations are looking to recruit and hire managers possessing the skills, abilities, knowledge, and traits that lead the organization towards success. Given the increasing uncertainty and competitiveness, the demand on employees too has become increasingly complex. Authors such as Moy and Lam (2004) state that today's leaner organizations need "high-value" individuals who can contribute their maximum in taking the organization towards excellence. Recruitment at most companies is a reflection of their strategic thought process. While companies and organizations worldwide are trying disjointed attempts to attract people and to convince them to become employees, successful ones do it with comprehensive internal marketing strategies. It is imperative for an organisation to define its personality as that of a preferred employer; ensuring money spent on recruitment is not expenditure but investment. An inspired, high quality recruitment advertisement can become an effective tool for brand communication.

It needs to be emphasized that a good recruitment ad would attract the prospective employees in a more effective manner. The content of a recruitment advertisement should be able to persuade those with scarce skills to abandon the relative security of their existing employer and consider moving jobs. Since it is difficult to define an ad as good or otherwise, the paper has provided guidelines on what needs to be included in a recruitment advertisement for services by observing what practices the literature suggests. Effective recruitment advertising is becoming increasingly complex and difficult, because the readers of recruitment advertisements are now more sophisticated and demanding in their information requirements (The Times, 1993; Martin B. 1987; cited in Mathews and Redman, 1995). As is apparent, the consideration of requirements and needs of the specific and very different target groups and its reflection in brand communication is an inevitable component in establishing a sort of character for the organisation, along with the matching of corporate recruitment strategy. This paper is thus an effort to determine the extent to which practitioners should pay

attention to the theoretical guidelines for the content of service recruitment ads to be able to describe themselves more effectively to their prospective applicants. Since service organizations have little in terms of describing their offerings, it is recommended that a good recruitment ad should emphasize on adding tangible manifestation to the service jobs. This would help in minimizing the risks associated with the intangibility associated with the service jobs and provide a clear picture regarding the nature of the job and the expectations attached with it.

### Conclusion

With a metamorphic shift in the way recruitment advertisements were hitherto perceived, these are now gaining importance and are being taken to the next level. The advertisement is to be designed in such a manner that it will make the prospective candidates feel important; their skills valued, and create the organisation's impression of being the right place to work in. The tone of recruitment communication has to be reflective of the brand identity that should seem to encompass solidity and experience with innovation and versatility. In an age where image consciousness holds the key to success, the scope and influence of recruitment advertisement for employer branding is constantly widening. The task of a recruitment advertisement is to get potential employees to respond favourably. It should address the kind of employees that the company wants to attract rather than the kind of people who are looking for the company. An important task of a job ad is to aim for fitment. Most successful organisations have a cult-like work environment, which would suit only those with a similar attitude. It is thus proposed that service organizations should try to employ a distinctive advertising strategy mix that projects the organization and the job offers as the dream destination for job-seekers. *Brilliantly executed recruitment advertisements* containing corporate messages intertwined with recruitment offers can become excellent employer branding material.

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### **AUDITOR'S REPORT**

We have audited the annexed statement of accounts of the Indian Journal of Commerce of The Indian Commerce Association for the year ended on 31st March, 2010 with the help of bank statement, record and vouchers produced and information and explanations given to us, and report that the aforesaid statements of account are in agreement with such records subject to our observations as under:

1. The Income and Expenditure Account and Receipt & Payment account are prepared for the period from 1.4.2009 to 31.3.2010.
2. Subscription and interest on FDRs is mainly accounted for on cash basis.

The Association has kept FDRs on cumulative basis on which interest is credited on maturity, hence Income by way of interest on FDR will be accounted for on receipt basis. In our opinion FDRs should be kept with interest due on quarterly basis.

Place: Gurgaon  
Date: 23rd September, 2010

Arun Jain  
B.Com (Hons.) FCA, ACS  
M.No. 81455  
Partner  
PREM ARUN JAIN & CO.  
Chartered Accountants

**INDIAN JOURNAL OF COMMERCE  
OF INDIAN COMMERCE ASSOCIATION**

**BALANCE SHEET AS AT 31.3.2010**

|  | Previous Year<br>(2008-09)<br>Amount<br>Rs. | Current Year<br>(2009-10)<br>Amount<br>Rs. |
|--|---|--|
| <b>A. LIABILITIES</b>  |   |  |
| GENERAL FUND   |   |  |
| Balance as per last Balance Sheet                            | 16,35,851                                   | 21,79,049                                  |
| Add: Life Membership   | 5,50,500                                    | 4,78,500                                   |
| Patrons  | 40,000                                      | 50,000                                     |
| Add/Less: Surplus/Deficiency<br>for the year                 | (-) 47,302                                  | 1,19,493                                   |
|  | 21,79,049                                   | 28,27,042                                  |
| Endowment fund for BBAY                                      | 1,00,000                                    | 1,00,000                                   |
| Endowment fund for Res. Awards                               | -   | 2,00,000                                   |
| O/s Sec Assistance/Due to Secy.                              | 4,250                                       | 4,100                                      |
| Due for dispatch etc.  | -   | 1121                                       |
| Due to Nawal   |   | 8825                                       |
| <b>Total Liabilities</b>                                     | <b>22,83,299</b>                            | <b>31,41,088</b>                           |
| <b>B. ASSETS</b>   |   |  |
| Conference Dues (Incl. Life<br>Member fees, Conf. Fees etc.) | 5,99,600                                    | 5,24,200                                   |
| Fixed Deposits – PNB, IGNOU (cum.)                           | 14,00,000                                   | 22,00,000                                  |
| Current Account – PNB, IGNOU                                 | 2,83,564                                    | 4,16,888                                   |
| Cash in hand   | 135   | -  |
| <b>Total Assets</b>  | <b>22,83,299</b>                            | <b>31,41,088</b>                           |

Place: New Delhi

Date: 23rd September, 2010

Signed in terms of our  
Report of even date

(ARUN JAIN)

B.Com (Hons.) FCA, ACS  
M.No. 81455 Partner  
Prem Arun Jain & Co.  
Chartered Accountants

(R.K. GROVER)

Joint Managing Editor

(NAWAL KISHOR)

Managing Editor

**INDIAN JOURNAL OF COMMERCE  
OF INDIAN COMMERCE ASSOCIATION**

**INCOME AND EXPENDITURE ACCOUNT FOR THE PERIOD  
1-4-2009 to 31-3-2010**

|                                      | Previous Year<br>(2008-09)<br>Amount<br>Rs. | Current Year<br>(2009-10)<br>Amount<br>Rs. |
|--------------------------------------|---|--|
| <b>A. INCOME</b>                     |   |  |
| Subscriptions (Annual)               | 1,71,800                                    | 2,70,000                                   |
| Conference Fee - Institution         | -   | 25,000                                     |
| - Delegates                          | 1,76,600                                    | 2,00,400                                   |
| Bank Interest                        | -   | -  |
| Advertisement                        | 10,000                                      | 10,000                                     |
| <b>Total Income</b>                  | <b>3,58,400</b>                             | <b>5,05,400</b>                            |
| <b>B. EXPENDITURE</b>                |   |  |
| Journal Publication Expenses         | 2,67,749                                    | 2,62,271                                   |
| Despatch expenses                    | 74,865                                      | 1,00,121                                   |
| Salaries/Honorarium                  | 4,000                                       | 7,000                                      |
| Sundry Expenses (incl. Bank Charges) | 9,188                                       | 13,415                                     |
| Medals for Awards                    | 21,800                                      | -  |
| Cont. for ISAMT                      | 25,000                                      | -  |
| Audit fees                           | 3,100                                       | 3,100                                      |
| <b>Total Expenditure</b>             | <b>4,05,702</b>                             | <b>3,85,907</b>                            |
| <b>SURPLUS/DEFICIENCY (A-B)</b>      | <b>(-) 47,302</b>                           | <b>1,19,493</b>                            |

Place: New Delhi

Date: 23rd September, 2010

Signed in terms of our  
Report of even date

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B.Com (Hons.) FCA, ACS  
M.No. 81455 Partner  
Prem Arun Jain & Co.  
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(NAWAL KISHOR)  
Managing Editor

**INDIAN JOURNAL OF COMMERCE  
OF INDIAN COMMERCE ASSOCIATION**

**RECEIPT AND PAYMENT ACCOUNT FOR THE PERIOD  
1-4-2009 TO 31-3-2010**

|  | Previous Year<br>(2008-09)<br>Amount<br>Rs. | Current Year<br>(2009-10)<br>Amount<br>Rs. |
|--|---|--|
| <b>BALANCE AS PER LAST AUDIT REPORT</b>  | <b>17,39,651</b>                            | <b>16,83,699</b>                           |
| <b>RECEIPTS</b>                          |   |  |
| Subscriptions to Journal                 |   |  |
| Life Membership                          | 2,20,500                                    | 3,34,500                                   |
| Patrons                                  | 40,000                                      | 50,000                                     |
| Annual Membership                        | 78,800                                      | 1,15,200                                   |
| Conference fees – Institutions           | –   | –  |
| – Delegates                              | –   | –  |
| – Dues                                   | –   | 5,99,600                                   |
| Interest on FDs                          | –   | –  |
| Advertisement                            | 10,000                                      | 10,000                                     |
| Research Awards Fund                     |   | 2,00,000                                   |
| <b>Total Receipts</b>                    | <b>3,49,300</b>                             | <b>13,09,300</b>                           |
|  | <b>20,88,951</b>                            | <b>29,92,999</b>                           |
| <b>PAYMENTS</b>                          |   |  |
| Journal Publication Expenses             | 2,67,749                                    | 2,62,271                                   |
| Despatch Expenses                        | 74,865                                      | 99,000                                     |
| Hon. for Sect. Assistance                | 4,000                                       | 7,000                                      |
| Sundry expenses (Including Bank Charges) | 4,938                                       | 355  |
| Audit fees                               | 3,100                                       | 3,100                                      |
| O/s Due of Secretary paid/Sec. Hon.      | 3,800                                       | 4,250                                      |
| Medals                                   | 21,800                                      | –  |
| Cont. for ISAMT                          | 25,000                                      | –  |
| <b>Total Payments</b>                    | <b>4,05,252</b>                             | <b>3,75,976</b>                            |
| <b>BALANCE AT THE END</b>                | <b>16,83,699</b>                            | <b>26,17,023</b>                           |
|  | <b>20,88,951</b>                            | <b>29,92,999</b>                           |

Place: New Delhi

Date: 23rd September, 2010

Signed in terms of our  
Report of even date

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Managing Editor

## SECRETARY'S REPORT 2011

### **Secretary's Report presented at the 64<sup>th</sup> Annual General Body Meeting of the Indian Commerce Association held on December 14, 2011 at Pondicherry University, Pondicherry**

Mr. President, Past Presidents, Office Bearers, Members of the Executive Committee and the Life Members of the Indian Commerce Association, I extend a very warm and hearty welcome to all of you at this General Body Meeting of the Indian Commerce Association. I have the pleasure to report as under:

The 63<sup>rd</sup> All India Commerce Conference was organized on October 1-3, 2010 at Goa University, Goa. Prof B Ramesh, Head & Dean, Faculty of Commerce, Goa University, Goa was the Conference Secretary. More than 2000 delegates representing all the States of the Country attended the Conference. Prof. Dileep Deobagker, Vice-Chancellor, Goa University inaugurated 63<sup>rd</sup> Annual Conference of the Indian Commerce Association. Prof. R. P. Hooda, Vice-Chancellor, Maharshi Dayanand University, Rohtak and Prof. I V Trivedi, Vice-Chancellor, Mohal Lal Sukhadia University, Udaipur were the Guests of Honour at the Inaugural Function that was presided over by Prof. Bhagirath Singh, President of Indian Commerce Association and Vice-Chancellor of MDS University, Ajmer. Prof. Bhagirath Singh, President, Indian Commerce Association, delivered the Presidential Address on the theme of "Commerce And Business Academia: We Need Game Changers". The Valedictory Function of the 63<sup>rd</sup> all India Commerce Conference was held on October 3, 2010 and was presided over by Prof. Bhagirath Singh, President of the Indian Commerce Association where Mr. R. K. Mittal, Chairman, Sonalika Group of Industries, New Delhi was the Chief Guest. The other Guests of Honour of the Valedictory Function were Mr. Ajit Mittal, Managing Director, ICEX (India Bulls), Mumbai and Mr. Sanjay Saxena of Reliance Exchange Next, Mumbai.

In the after noon of the first day of the 63<sup>rd</sup> All Indian Commerce Conference, the Seminar Session was held on October 1, 2010 on the theme of "Business Education at Cross-Roads" Dr. Nikhil Zaveri, Director, SGM College of Commerce and Management, Vallabh Vidya Nagar was the Chairperson of the Seminar Session which was co-chaired by Prof. Sandip K Bhatt of Sardar Patel University, Gujarat. 90 papers were received in this session out of which 12 selected papers were presented in detail which was followed by a Panel Discussion.

On the second day of the Conference i.e. on October 2, 2010, four Technical Sessions of the Conference were concurrently held. Technical Session-I was on the theme of "Direct Tax Code: An Evaluation". Prof. Sudipti Banerjee of University of Calcutta was the Chairperson of the Session, and Dr. (Ms.) Mandeep Kaur of Guru Nanak Dev University, Amritsar was the co-chairperson of the Session.

Technical Session-II was on the theme of "Green Marketing: Strategies and Challenges". Dr. T. Shiware, Principal, K P S Hinduja College, Mumbai was the Chairperson of the Session which was co-chaired by Prof. Pranjal Beborah of Dibrugarh University, Assam.

Technical Session-III was on the theme of "Rural Entrepreneurship in India: Opportunities and Challenges". This Session was chaired by Prof. Nimit Chowdhary of Indian Institute of Tourism and Travel Management, Gwalior and Dr. (Ms.) Deepti Bhargava, Head, Shrinath Institute of Management, Nathdwara co-chaired the Session.

Technical Session IV was on the theme of "Talent Management in Globalised Scenario". Prof. G. P. Prasian of Manipur University, Imphal chaired this Technical Session which was co-chaired by Dr. (Ms.) Anshuja Tewari of Barakatulla University, Bhopal. 195 papers were received in this Session out of which 100 papers were presented.

In the newly started Technical Session named as Manubhai M Shah Research Gold Medals the theme for 63<sup>rd</sup> All India Commerce Conference was Empirical Researches in the area of Finance. The session was chaired by Prof. S P Srivastava of Banaras Hindu University, Varanasi and co-chaired by Dr. K P Murlidharan of Calicut University, Kerala. In the first half session 10 short listed papers were presented before the Jury out of which 2 papers were selected for Gold Medal. In the second half of the session remaining 70 papers were presented.

All the Technical Sessions were well attended and the delegates presented their research papers. The sessions ended with lively deliberations on the findings of the research papers presented by the delegates.

In the evening of the second day of the Conference a special session was arranged for the presentation of two best papers from each Technical and Seminar Session before the Jury for finalization of the "Best Business Academic of the Year Award". The Jury selected papers for the award of Gold and Silver Medals. The Medals were presented to the first authors of the award winning papers in the Valedictory Session. These award winning papers are:

#### **Best Business Academic of the year Award**

##### **Gold Medal:**

- Dr. Jeevan Jyoti, Prof. R. D. Sharma and Ms. Joyti Sharma for their paper entitled 'Impact of Talent Management on Employees Effectiveness'.

##### **Silver Medals:**

1. Dr. Priti Menon and Dr. Shuvasri Das for their paper entitled 'Entrepreneurship Education to Business Students – The Value Chain Approach'.
2. Dr. V. Jerinabi and Ms. S. Subha for their paper entitled 'Public Opinion on Direct Tax Code – An Empirical Analysis'.

3. Dr. S. P. Santhi and Dr. V. Jerinabi for their paper entitled 'A Study on Purchase Behaviour of Urban Residents towards Organic Food Products'.
4. Prof. H. G. Ghosh Roy, Dr. Sanket Vij and Prof. N. K. Gupta for their paper entitled 'Role of NABARD in Rural Entrepreneurship: An Empirical Study of Service Quality and Customer Satisfaction in Haryana'.

**Manubhai M. Shah Memorial Research Gold Medals**

1. Dr. Manoj Subhash Kamat and Manasvi Manoj Kamat for their paper entitled 'Corporate Dividend Policy in India – Application of Dynamic Partial Adjustment Equation Using Extended Instrumental Variable Approach.'
2. K. Srinivasan, Malabika Deo and Jain Mathew for their paper entitled 'Price Changes, Trading Volume, Open Interest and Volatility: A Multivariate Cointegration and VECM for S&P CNX Nifty Futures Market in India.'

It gives me great pleasure to inform the honourable members of Indian Commerce Association that the ICA is going to institute Prof. Manubhai M Shah Memorial Award for Excellence in Commerce and Management with effect from the year 2012 wherein a cash award of Rs.2 lac and a Gold Medal would be awarded every year to a researcher considering his/her research contributions in the field of Commerce Education during the last 10 years. Mr. Anil Shah has announced one time endowment of Rs.25 lac for this award which may increase to Rs.1 crore over the next five years. The contribution to endowment would come to the ICA as soon as we get FCRA clearance for Foreign Exchange Transfer which is in the final stage. The Rules & Regulations of this award are being placed before the General Body of the ICA for its approval.

Indian Commerce Association very successfully organized first All India Commerce & Management Talent Search Examination during 2010. However, for some reasons AICMTSE could not be organized in the year 2011. Efforts are being made to organize this test in the year 2012.

I am very happy to share with my fellow colleagues that a Memorandum of Understanding (MoU) has been signed with M L Sukhadia University, Udaipur with active efforts of its Vice-Chancellor, Prof. I V Trivedi former President of ICA for getting land on its campus on lease for setting up permanent Secretariat of ICA at Udaipur. The details of this would come up as a formal resolution before the General Body.

Dear friends, the membership base of the Indian Commerce Association is continuously surging. We have now more than 3800 Individual Life Members of the ICA. There is a need to make sincere efforts by all the Executive Committee Members to increase the Institutional and Individual Life Membership base of the ICA. The Editorial Board of the Indian Journal of Commerce deserves congratulations for coming up with all the four quarterly issues of the Journal this year too. The current issues of the Journal and some back volumes are available on the website of the ICA ([icaindia.info](http://icaindia.info)).

It gives me great pleasure to place on record my deep sense of gratitude to the President of the ICA Prof B. Ramesh for his able guidance in the smooth conduct of the activities of the Association. I would also like to thank profusely Prof. B P Singh, Prof R P Hooda, Prof S S Mishra, Prof. I V Trivedi, Prof Ramesh Mangal, Prof M B Shukla, Prof P Prurushotham Rao, Dr. B. B. Taywade and all other Past Presidents of the ICA for their positive contribution in giving meaningful direction to the activities of the ICA. My thanks are also due to my colleagues Prof. Bhagirath Singh, Immediate Past President, Prof H Venkateshwarlu, Executive Vice President, Prof Nawal Kishor, Managing Editor, Dr. P T Choudhary, Joint Secretary, and all the members of the Executive Committee of the ICA for their active cooperation and support.

Dear friends, I derive my strength from the honourable members of the ICA for which I shall always remain indebted for their continuing support and guidance without which it would not have been possible for me to carry out my responsibilities as Secretary of the Association. My thanks are also due to all of the delegates who have come to Pondicherry in such a large number from the different parts of the country, which has made the 64<sup>th</sup> All India Commerce Conference of the Indian Commerce Association a historic milestone event that shall be remembered for all times to come. Before concluding my report, I would like to thank the Chairpersons and Co-chairpersons of the Seminar Session and all the Technical Sessions of the 64<sup>th</sup> All India Commerce Conference who have taken lots of pain in reviewing and selecting papers for presentation in the different sessions of the Conference. I am also thankful to the Jury Members of the Best Business Academic of the Year Award and Prof Manubhai M Shah Memorial Research Gold Medals Award for the valuable services rendered by them. I am also thankful to the Key Note Speakers and the Rapporteurs of the various Sessions for their valuable contribution.

Last but not the least our thanks are also due to Prof. (Ms.) Malabika Deo, the Conference Secretary and her dedicated team of colleagues and student volunteers for taking so much pain in the successful organization of the 64<sup>th</sup> All India Commerce Conference of the Indian Commerce Association. We shall be carrying with us the sweet memories of the Conference hosted by Pondicherry University, Pondicherry.

Wishing you happy times ahead and a very satisfying year 2012.

PONDICHERRY  
December 14, 2011

RAVINDER VINAYEK  
Secretary, ICA



## **Minutes of the Executive Committee Meeting of the ICA Held on December 13, 2011 At Pondicherry**

A meeting of the Executive Committee of the Indian Commerce Association was held on Tuesday, the 13<sup>th</sup> of December 2011, at 6.00 p.m. in the Seminar Hall of the School of Management Studies, Pondicherry University, Pondicherry under the Chairmanship of Prof. B. Ramesh, President, ICA.

The following members were present:

1. Prof. B. Ramesh *President*
2. Prof. Bhagirath Singh
3. Prof. Nawal Kishor
4. Dr. B. B. Taywade
5. Prof. J. P. Sharma
6. Prof. I. V. Trivedi
7. Dr. T. A. Shiware
8. Dr. Sarwade W. K.
9. Dr. B. P. Saraswat
10. Dr. G. L. Gaur
11. Dr. M. Muniraju
12. Prof. (Mrs.) Santosh Gupta
13. Prof. C. Ganesh
14. Dr. M. K. Singh
15. Dr. Ajay Kumar Singh
16. Prof. R. D. Sharma
17. Prof. P. Purushotham Rao
18. Dr. Balwinder Singh
19. Prof. B. P. Singh
20. Dr. Aaditya Lunawat
21. Prof. K. Eresi
22. Prof. M. B. Shukla
23. Dr. Jitender K. Sharma
24. Dr. P.T. Choudhary
25. Prof. H. Venkateshwarlu
26. Prof. (Ms.) Malabika Deo
27. Dr. M. R. Chhikara

28. Prof. H. K. Singh
29. Prof. Prashanta Athma
30. Prof. Debabrata Mitra
31. Dr. Anant Deshmukh
32. Dr. Bharat Meghe
33. Dr. N.M. Sharma
34. Prof. Ravinder Vinayek                      *Secretary*

The President ICA welcomed the members of the Executive Committee of the ICA. The following decisions were taken in the meeting of the Executive Committee of the Indian Commerce Association:

1. Confirmed the minutes of the Executive Committee Meeting of the ICA held on October 2, 2010 and that of emergent EC Meeting of ICA held on October 3, 2010 at Goa.
2. Considered and approved the Secretary's Report for the year 2011 to be presented in the General Body Meeting of the ICA.
3. Considered the audited account of the ICA and the Managing Editor's Report which is to be presented before the General Body of the ICA.

Resolved to approve the Managing Editor's report and the audited accounts of the ICA for the year 2010-11 with following observations:

- i) Explanatory notes be added to the Audited Accounts.
  - ii) All the accounts of the ICA and its various wings, e.g., AICMTSE account etc. be merged and consolidated accounts be prepared.
  - iii) Accounts be prepared to meet the legal requirement of a registered body.
  - iv) Audited accounts be also put on the website of the ICA.
  - v) Audited account should be included in the journal. However, printed audited account along with schedules be circulated to all the members.
4. Considered the item of holding AICMTSE 2012.

Resolved that AICMTSE 2012 be organized by making eligible students as students members for the year in which they wish to participate in AICMTSE and membership subscription of Rs.200/- be charged from the students. Along with this efforts be made to associate corporate sponsorship to AICMTSEs in future.

Further Resolved that Committee comprising of Prof. Bhagirath Singh (National Convener), Dr. Balwinder Singh (National Coordinator), Prof. B P Sarswat and Dr. Aaditya Lunawat will oversee all the arrangements of the conduct of AICMTSE 2012. This committee will also explore the possibilities of outsourcing the conduct of AICMTSE 2012, if it is otherwise economically viable.

Further Resolved that the bank account that was opened at Ajmer for conduct of AICMTSE 2010 shall continue to operate and the balance amount of Rs. 1,13,643/- as on 30<sup>th</sup> November 2011 would continue in the same account. The audited report of this AICMTSE 2010 account was accepted which has been sent to the Managing Editor, IJC-cum-Treasurer.

5. Considered the Regulations Governing Prof. Manubhai M Shah Memorial Award for Excellence in Commerce and Business Management (MMSMA).

Resolved to recommend these Regulations to the General Body for its approval.

Further Resolved that Award shall be instituted with effect from the year 2012 and Award Amount shall be of Rs.2.00 lacs every year which will come from the interest earned from the endowment. In the initial one/two year(s) ICA shall bear the overhead expenses. Efforts shall be made to increase the endowment in future so that the interest earning from the endowment fund is able to meet all expenses related to the award.

6. Considered the Topics for Seminar Sessions, Technical Sessions and M.M. Shah Research Gold Medal Sessions to be held at the time of 65<sup>th</sup> Annual Conference of the ICA.

Resolved to recommend to the General Body that committee comprising of the office bearers of the 64<sup>th</sup> Executive of the ICA and Past Presidents present in Pondicherry Conference shall finalise the topics for the Seminar Session, Four Technical Sessions, and M. M. Shah Research Gold Medal Session to be held at the time of the 65<sup>th</sup> Annual Conference of the ICA. These shall be based on the suggestions received from the General Body of the ICA.

7. Considered the Sectional Chairpersons/Co-chairpersons for Seminar Session, Technical Sessions and M.M. Shah Research Gold Medal Session to be held at the time of 65<sup>th</sup> Annual Conference of the ICA.

Resolved to recommend to the General Body that committee comprising of the office bearers of the 64<sup>th</sup> Executive of the ICA and Past Presidents present in Pondicherry Conference shall finalise the Sectional Chairpersons/Co-chairpersons for the Seminar Session, Four Technical Sessions, and M. M. Shah Research Gold Medal Session to be held at the time of the 65<sup>th</sup> Annual Conference of the ICA. These shall be based on the suggestions received from the General Body of the ICA.

8. Considered the nomination of two members on BBAY Award Jury by the Executive Committee of the ICA.

Resolved to constitute a committee comprising President, Executive Vice-President, Secretary, and Conference Secretary to finalise the names of two members on BBAY Award Jury. Those EC members who had been shortlisted for this award in this Conference left the meeting when this item was considered.

9. Considered the nomination of two members on M. M. Shah Research Gold Medal Award Jury by the Executive Committee of the ICA.

Resolved to constitute a committee comprising President, Executive Vice-President, Secretary, and Conference Secretary to finalise the names of two members on M. M. Shah Research Gold Medal Award Jury. Those EC members who had been shortlisted for this award in this Conference left the meeting when this item was considered.

10. Considered the details of the MoU with M. L. Sukhadia University, Udaipur to have permanent Secretariat of the ICA in Udaipur.

Resolved to approve and recommend to the General Body of the ICA the details of the MoU signed with M. L. Sukhadia University for having permanent Secretariat of the ICA in Udaipur.

11. Considered the Report of the Managing Trustee and noted the following developments:

- i) Registration of ICA under section 12A, 12AA of Income Tax Act.
- ii) Registration of ICA under section 80G (5) of the Income Tax Act.
- iii) Allotment of PAN to the ICA
- iv) Process of clearance under FCRA is in progress
- v) Requirement of merging all the accounts of ICA to meet legal requirements of a registered body.

Resolved to apprise the General Body of the ICA of these developments.

Further resolved to authorize Dr. Ajay K. Singh, Managing Trustee, ICA to pursue the matter with appropriate authority/authorities for the allotment of land in Delhi/NCR. Dr. Ajay K. Singh is authorized to sign any document and represent ICA for this purpose.

12. Considered the following six proposals received for hosting 65<sup>th</sup> Annual Conference of the ICA.

Resolved that General Body be given opportunity to elect the hosts of 65<sup>th</sup> ICA Conference and they be informed about the institution from where the proposal has come along with the proposed Conference Secretary's name by the President and elections be held by mentioning these details in the ballot papers. Each voter shall give only one preference. The proposals received are as follows:

- i) Maharshi Dayanand University, Rohtak  
Prof. Ravinder Vinayek  
Conference Secretary
- ii) Bangalore University  
Prof. M. Ramachandra Gowda  
Conference Secretary
- iii) Hinduja College, Mumbai University  
Principal Dr. T. A. Shiware  
Conference Secretary

- iv) Vinoba Bhave University  
Hazaribagh  
Dr. M. K. Singh  
Conference Secretary
  - v) Kakatiya University  
Warrangal  
Dr. Vankat Rath  
Conference Secretary
  - vi) Rani Channamma University  
Belagavi  
Conference Secretary not mentioned
13. Resolved to authorize the Team leader of International Strategic Alliance Management Team (ISAMT), Dr. Ajay K. Singh to forge alliance with international organizations/associations that are in consonance with the aims and objectives of the ICA.
  14. Resolved to reiterate the earlier resolution of the Executive Committee and the General Body of the ICA that expenses incurred by Dr. Balwinder Singh, Website Administrator of the ICA as service charges of website operation be reimbursed by the Managing Editor-cum-Treasurer of the ICA.
  15. The Executive Council of the ICA resolved to put on record the appreciation of Good Work done by the office Bearers/EC Members toward the growth and consolidation of ICA during their tenure.
  16. Resolved to recommend to the General Body of the ICA the name of Prof. (Mrs.) Malabika Deo for the post of the President of the ICA for the next term, i.e. up to the conclusion of the 65<sup>th</sup> Annual Conference of the ICA

The meeting ended with vote of thanks to the Chair.

(Ravinder Vinayek)  
Secretary, ICA

## MINUTES OF THE EXECUTIVE COMMITTEE MEETING OF THE ICA HELD ON DECEMBER 15, 2011

A meeting of the Executive Committee of the Indian Commerce Association was held on Thursday, the 15<sup>th</sup> of December 2011 at 8.30 a.m. in the Seminar Hall of the School of Management Studies, Pondicherry University, Pondicherry under the Chairmanship of Prof. B. Ramesh, President, ICA.

The following members were present:

1. Prof. B. Ramesh *President*
2. Prof. Bhagirath Singh
3. Prof. Nawal Kishor
4. Dr. B. B. Taywade
5. Dr. T. A. Shiware
6. Dr. G. L. Gaur
7. Prof. (Mrs.) Santosh Gupta
8. Prof. C. Ganesh
9. Dr. M. K. Singh
10. Dr. Ajay Kumar Singh
11. Prof. R. D. Sharma
12. Prof. P. Purushotham Rao
13. Dr. Balwinder Singh
14. Dr. Aaditya Lunawat
15. Prof. M. B. Shukla
16. Dr. Jitender K. Sharma
17. Dr. P.T. Choudhary
18. Prof. H. Venkateshwarlu
19. Prof. (Ms.) Malabika Deo
20. Dr. M. R. Chhikara
21. Prof. Debabrata Mitra
22. Dr. Anant Deshmukh
23. Dr. N.M. Sharma
24. Prof. Ravinder Vinayek *Secretary*

The following decisions were taken:

1. Confirmed the minutes of the meeting of the Executive Committee of the ICA held on December 13, 2011 at Pondicherry.

2. Considered the proposal of reserving seats for women in the Executive Committee of the ICA and or among Office Bearers of the ICA.  
Resolved to defer the item.
3. Resolved that Sectional Chairpersons of various Technical/Award Sessions must ensure the implementation of rules and regulations of conducting the sessions. These rules are conveyed to them along with their appointment letters.
4. Resolved that short-listed papers for the award events be put on the website of the ICA.
5. The Returning Officer apprised to the EC of ICA the results of the elections held on December 14, 2011 after the General Body Meeting.  
Resolved that the result notification be circulated along with the Minutes of the General Body Meeting held on December 14, 2011.  
Further resolved to put on record the appreciation of the services rendered by Prof. P Purushotham Rao as Returning Officer and his team for the smooth conduct of elections of the ICA at its 64<sup>th</sup> Conference.
6. Resolved to constitute a Committee comprising Dr. Balwinder Singh, Prof. Nawal Kishore and Dr. Ajay K. Singh to correct the existing list of life members and prepare a new Register of Life Members of the ICA so that the new register meets the requirements of Trust Act under which the ICA has been registered. This exercise should be completed within one month and the new register of life members thereafter be maintained by the Secretary of ICA as per the provisions of the constitution of the ICA.
7. Resolved to constitute a committee to design vision, mission, objectives and strategies etc. of the ICA. The committee shall comprise of Prof. H Venkateshwarlu (Convener), Dr. Balwinder Singh, Dr. Ajay K. Singh and Prof. R. D. Sharma.

The meeting ended with a vote of thanks to the Chair.

December 15, 2011  
PONDICHERRY

RAVINDER VINAYEK  
Secretary, ICA

## Indian Commerce Association

### Minutes of the Annual General Body Meeting of the Indian Commerce Association held on December 14, 2011

The Annual General Body Meeting of the Indian Commerce Association was held on December 14, 2011 at 4.30 p m in the J N Auditorium, Pondicherry University, Pondicherry under the chairmanship of Prof B. Ramesh, President ICA.

The following decisions were made in the General Body Meeting:

1. Considered the minutes of the last meeting of the General Body of the ICA held on October 03, 2010 at Goa.  
**RESOLVED** to approve the minutes of the last General Body Meeting of the ICA.
2. Considered the Secretary's Report for the year 2011 as approved by the Executive Committee of the ICA.  
**RESOLVED** to approve the Secretary's Report for the Year 2011.
3. Considered the audited account of the ICA and the Managing Editor's Report as approved by the Executive Committee of the ICA.  
**RESOLVED** to approve the Managing Editor's report and the audited accounts of the ICA for the year 2010-11 with following observations:
  - i) Explanatory notes be added to the Audited Accounts.
  - ii) All the accounts of the ICA and its various wings, e.g., AICMTSE account etc. be merged and consolidated accounts be prepared.
  - iii) Accounts be prepared to meet the legal requirement of a registered body.
  - iv) Audited accounts be also put on the website of the ICA.
  - v) Audited account should be included in the journal. However, printed audited account along with schedules be circulated to all the members.
4. Considered the recommendations of the Executive Committee of the ICA about holding AICMTSE 2012.  
**RESOLVED** that AICMTSE 2012 be organized by making eligible students as students members for the year in which they wish to participate in AICMTSE and membership subscription of Rs.200/- be charged from the students. Along with this, efforts be made to associate corporate sponsorships to AICMTSEs in future.  
**FURTHER RESOLVED** that Committee comprising of Prof. Bhagirath Singh (National Convener), Dr. Balwinder Singh (National Coordinator), Prof. B P Saraswat and Dr. Aaditya Lunawat will oversee all the arrangements of the conduct of AICMTSE 2012. This committee will also explore the possibilities of outsourcing the conduct of AICMTSE



2012, if it is otherwise economically viable.

**FURTHER RESOLVED** that the bank account that was opened at Ajmer for conduct of AICMTSE 2010 shall continue to operate and the balance amount of Rs.1,13,643/- as on 30<sup>th</sup> November 2011 would continue in the same account. The audited report of this AICMTSE 2010 account was accepted which has been sent to the Managing Editor, IJC-cum-Treasurer.

5. Considered the Regulations Governing Prof. Manubhai M Shah Memorial Award for Excellence in Commerce and Business Management (MMSMA) and the recommendations of the Executive Committee of the ICA in this regard.

**RESOLVED** to approve the Regulations Governing Prof. Manubhai M Shah Memorial Award for Excellence in Commerce and Business Management (MMSMA) as given in **Annexure-I** and Proforma for Nomination as given in **Annexure-II**.

**FURTHER RESOLVED** that Award shall be instituted with effect from the year 2012 and Award Amount shall be of Rs.2.00 lacs every year which will come from the interest earned from the endowment. In the initial one/two year(s) ICA shall bear the overhead expenses. Efforts shall be made to increase the endowment in future so that the interest earnings from the Endowment Fund is able to meet all expenses related to the Award.

6. **RESOLVED** to Confer the honour of the Fellow of the Indian Commerce Association to the Chairpersons of the various Sessions of the 64<sup>th</sup> All India Commerce Conference and the new members of the EC of the ICA for their contributions made to the ICA in particular and academics in general in terms of the Resolution No. 10 of the General Body Meeting of the ICA held on December 28, 2004 at Indore.

The Honour of the Fellow of Indian Commerce Association was conferred upon the following:

- i) Prof. Ramesh Agadi
- ii) Dr. Sachin S. Vernekar
- iii) Dr. G. Y. Shitole
- iv) Prof. Jayant K. Parida
- v) Prof. H. J. Ghoshroy
- vi) Dr. G. V. Bhavani Prasad
- vii) Prof. Malbika Deo
- viii) Dr M R Chhikara
- ix) Dr N M Sharma
- x) Prof W K Sarwade
- xi) Dr Debabrata Mitra
- xii) Dr K Shankaraiah
- xiii) Dr I P Tripathi
- xiv) Dr Muniraj
- xv) Prof R. D. Sharma

7. Considered the recommendations of the Executive Committee of the ICA that committee comprising of the office bearers of the 64<sup>th</sup> Executive of the ICA and Past Presidents present in Pondicherry Conference shall finalise the topics for the Seminar Session, Four Technical Sessions, and M. M. Shah Research Gold Medal Session to be held at the time of the 65<sup>th</sup> Annual Conference of the ICA. These shall be based on the suggestions received from the General Body of the ICA.

**RESOLVED** to approve the above recommendations of the Executive Committee of the ICA.

8. Considered the recommendations of the Executive Committee of the ICA that committee comprising of the office bearers of the 64<sup>th</sup> Executive of the ICA and Past Presidents present in Pondicherry Conference shall finalise the Sectional Chairpersons/Co-chairpersons for the Seminar Session, Four Technical Sessions and M. M. Shah Research Gold Medal Session to be held at the time of the 65<sup>th</sup> Annual Conference of the ICA. These shall be based on the suggestions received from the General Body of the ICA.

**RESOLVED** to approve the above recommendations of the Executive Committee of the ICA.

9. Considered the recommendations of the Executive Committee of the ICA regarding the details of the MoU with M. L. Sukhadia University, Udaipur for having permanent Secretariat of the ICA in Udaipur.

**RESOLVED** to approve the above recommendations of the Executive Committee of the ICA that highlights following contents:

- 5000 sq. ft. land shall be given on lease by M. L. Sukhadia University, to the ICA free of cost.
- The Lease Agreement should be registered with the Registering Authority.
- The ICA will construct the building from its own funds or donations raised for the purpose.
- The building shall be used by the ICA. However, it may also be allowed to be used by M. L. Sukhadia University with the prior permission of the ICA when the same is not in use of the ICA.

10. Considered and approved the Report of the Managing Trustee of the ICA and noted the following developments:

- i) Registration of ICA under section 12A, 12AA of Income Tax Act.
- ii) Registration of ICA under section 80G (5) of the Income Tax Act.
- iii) Allotment of PAN to the ICA
- iv) Process of clearance under FCRA is in progress
- v) Requirement of merging all the accounts of ICA to meet legal requirements of a registered body.

**RESOLVED** that action be taken on Point No. (v) above.

**FURTHER RESOLVED** to authorize Dr. Ajay K. Singh, Managing Trustee, ICA to pursue the matter with appropriate authority/authorities for the allotment of land in Delhi/NCR. Dr. Ajay K. Singh is authorized to

sign any document and represent ICA for this purpose.

11. **RESOLVED** to approve the recommendations of the Executive Committee of the ICA to authorize the Team leader of International Strategic Alliance Management Team (ISAMT), Dr. Ajay K. Singh to forge alliance with International Organizations/ Associations that are in consonance with the aims and objectives of the ICA.
12. **RESOLVED** to approve the recommendations of the Executive Committee of the ICA that the General Body be given opportunity to elect the hosts of 65<sup>th</sup> ICA Conference and they be informed about the institution from where the proposal has come along with the proposed Conference Secretary's name by the President and elections be held by mentioning these details in the ballot papers. Each voter shall give only one preference.

The proposals received are as follows:

- i) Maharshi Dayanand University, Rohtak  
Prof. Ravinder Vinayek, Conference Secretary
- ii) Bangalore University  
Prof. M. Ramachandra Gowda, Conference Secretary
- iii) Hinduja College, Mumbai University  
Principal Dr. T. A. Shiware, Conference Secretary
- iv) Vinoba Bhave University, Hazaribagh  
Dr. M. K. Singh, Conference Secretary
- v) Kakatiya University, Warrangal  
Dr. Vankat Rath, Conference Secretary
- vi) Rani Channamma University, Belagavi  
Conference Secretary not mentioned

**FURTHER RESOLVED** that for the election of members of Executive Committee, each voter shall exercise two options for electing EC members of their respective zones.

13. **RESOLVED** to unanimously elect Prof. (Ms.) Malabika Deo as President of the ICA for the next term, i.e. up to the conclusion of the 65<sup>th</sup> Annual Conference of the ICA as recommended by the Executive Committee of the ICA.

The meeting ended with vote of thanks to the Chair.

(Ravinder Vinayek)  
Secretary, ICA

## **Annexure-I**

### **Regulations Governing Prof. Manubhai M. Shah Memorial Award of Indian Commerce Association (ICA)**

#### **Preamble**

1. The Award is named as “**Prof. Manubhai M. Shah Memorial Award for Excellence in Commerce & Business Management**” (MMSMA).
2. The Award is to be given each year for outstanding contributions to the discipline & profession of Commerce & Business Management.

#### **Nature of the Award**

3. The Award shall comprise cash prize of Rs.2,00,000/- (Rupees two lacs) to be awarded each year for outstanding research, fundamental or applied, of creative nature in the field of Commerce & Business Management. Along with the cash prize, the Awardee will also be given a Certificate and a Trophy. The amount for the cash prize may be increased in future at the sole discretion of Mr. Anil M. Shah (Donor of the Corpus Fund/Award) and ICA.

#### **Purpose**

4. Recognition of outstanding Indian work in the discipline & profession of Commerce & Business Management.

#### **Eligibility**

5. Any citizen of India engaged in research in any field of Commerce & Business Management up to the age of Sixty (60) years as reckoned on 31<sup>st</sup> December of the year preceding the year of the Prize. Overseas Citizens of India (OCI) &/or Persons of Indian Origin (PIO) working in India (or in collaboration with Indian citizen/s if residing outside India) are also eligible.
6. The Award is bestowed on a person(s) who, in the opinion of Indian Commerce Association (ICA) has/have made conspicuously important and outstanding contributions to human knowledge and progress in the discipline & profession of Commerce & Business Management.
7. The cash prize is awarded on the basis of contributions made through work done in India during the Ten (10) years preceding the year of the grant of Award.
8. The candidate competing for this award must hold a Doctoral Degree from a recognized University established in India or abroad considered equivalent thereto, by the Association of Indian Universities.
9. Each published research work of the nominee shall be evaluated in terms of quality of the publication as well as the journal(s) in which they have been published. For this purpose the quality of the journal(s) will be ascertained on the following criteria in ascending order.

- i) Journals without ISSN No.
  - ii) Journals with ISSN No.
  - iii) Journals with ISSN No. and refereed.
  - iv) Journals with ISSN No., refereed & indexed.
  - v) Journals with ISSN No., refereed, indexed and having impact factor.
10. Each published research work(s) would be evaluated on the terms of the following criteria:
- i) Originality of idea
  - ii) Research Methodology Rigour
  - iii) Discussion and interpretation
  - iv) Linguistic presentation
  - v) Socio/Economic positive impact
- Each criterion carries 100 marks. Thus each published work shall be evaluated out of 500 marks following the above stated criteria.
11. Applicants competing for the award shall have to pay a processing fee of Rs.1000/- (Non Refundable) through demand draft drawn in favour of "M M Shah Memorial Award – ICA A/c"
12. The Jury members will be paid an honorarium of Rs.10,000/- each. They shall also be paid travel expenses, if any, plus local hospitality suitable to their status for attending the meetings of the Jury not more than two times for finalization of the recipient(s) of the award of a given year.
13. The donor shall bear administrative operational expenses for the award for the first two years. Thereafter, the expenses related to the award shall be met out of the interest income of the corpus fund generated for the purpose of giving Award. However, the ICA can also bear the part expenses related to Award, if required.

#### **Grant of Award**

14. For the grant of Award in the shape of cash prize, the ICA shall be guided by the recommendations of the Advisory/Jury Committees constituted under *clause 16 & 17*.

#### **Nominations**

15. Names of candidates may be proposed by Vice Chancellors of Indian Universities; Directors of Private Universities; Chairpersons of Institutions of National importance and Directors of the Indian Institutes of Management (IIM);
- University Faculties should forward the name(s) of persons for the award working in their faculty/institutions only and route nominations through their respective Vice Chancellors, while the Faculties in IIMs are required to send their nominations through their Directors.
- The recipient of Prof. Manubhai M. Shah Memorial Award can send nomination of one person only for each year's award. Nominations from other individuals sponsoring their own names or of others are not acceptable.

Each nomination, as per the prescribed pro-forma, should be accompanied by a detailed statement of work and attainments of the nominee and a critical assessment report (not more than 500 words) bringing out the importance of significant research and development contributions of the nominee made during the Ten (10) years preceding the year of the Award. Nominations not made as per prescribed format are not acceptable.

A candidate once nominated would be considered for a total period of three (3) years, if age-wise eligible. Once such a nomination has been received, ICA may correspond directly with the *nominator* for supplementary information, if necessary. In case a nominee has resigned from his/her present position in India and has gone abroad, his/her nomination would be considered eligible as long as he/she meets all other criteria.

### **Advisory Committee**

16. The Advisory Committee for each year's Award will comprise of the Jury of the following six (6) members:
  - i. One representative (Chairman or President) from Confederation of Indian Industries (CII) or Federation of Indian Chambers of Commerce & Industries (FICCI) or Associated Chambers of Commerce & Industry (ASSOCHAM), on rotation basis.
  - ii. One Director of IIM, Ahmedabad, Calcutta, Bangalore, Lucknow, Kozikode, Indore, on rotation basis.
  - iii. One Judge of Honorable Supreme Court (Serving or Retired), on rotation basis.
  - iv. One IAS officer not below the rank of Secretary, Government of India (Serving or Retired), on rotation basis.
  - v. One Academician not below the rank of University Professor or Director or Head of an Educational Institution having worked in similar position(s) for at least Five (5) years, on rotation basis.
  - vi. One Chairperson of UPSC (Serving or Retired)/Comptroller & Auditor General of India (Serving or Retired)/President of ICAI/ICWA/Institute of Companies Secretaries of India (ICSI), on rotation basis.

### **Notes:**

- (1) The recommendation of the Jury recommending the Award should preferably be unanimous, or not less than 2/3<sup>rd</sup> of the members of the Jury present and voting. The decision of the Jury shall be final and binding of ICA.
- (2) In case the person to be nominated on the Jury is unable to be a part of the Jury for any reason, then he may recommend the nomination of a person who has held similar position in the past in the same category. The ICA may nominate such recommended persons on the Jury.
- (3) The Jury shall be presided over by the Judge of the Honorable Supreme Court (appointed member of the Jury) and he/she will be responsible to confirm the decision by submitting a letter to the Secretary of ICA in a timely manner. Each Jury Member will work only for a period of one year.

**Controlling & Regulatory Bodies**

17. The Controlling & Regulatory Body of the Indian Commerce Association (ICA) which shall oversee all the work relating to Prof. Manubhai M. Shah Memorial Award, including the appointment of the Jury Members mentioned in Clause 16, shall comprise the following:
  - a) President ICA
  - b) Secretary ICA
  - c) One Past President to be nominated by the Executive Committee of the ICA
  - d) Two nominees of Mr. Anil M. Shah (Donor of the Corpus Fund/ Award) or his legal heirs. Mr Anil M Shah or his legal heirs will continue to have the right to change his representative(s), at any time, with a written notice to the Secretary of ICA.
18. The cash prize for (MMSMA) shall be given out of the interest income of the Corpus Fund to be created by the ICA for this purpose. The sponsor/ donor, Mr. Anil M. Shah, will contribute an initial endowment of Rs.25 lacs for the MMSMA Corpus Fund. Anyone other than Mr. Anil M. Shah &/or his family members may also contribute to the MMSMA Corpus Fund. ICA will also make efforts and seek additional donations for this Corpus Fund. MMSMA Corpus Fund shall be maintained under a separate Head by the ICA. The amount for the cash prize may be increased in future at the sole discretion of Mr. Anil M. Shah (Donor of the Corpus Fund/Award) or his legal heirs.
19. The Award of the cash prize may be withheld by ICA in any year, if, in the opinion of the Jury, no sufficiently meritorious candidate(s) is/are found suitable in that year.
20. In the event the Jury selects more than one person or Team(s) to receive the Award, the cash prize will be shared equally by each member of the joint team recommended for the Award.
21. The Recipient(s) will be responsible for all individual expenses including applicable taxes, if any.
22. ICA will be responsible for all expenses in respect of this Award, including advertising expenses.
23. MMSMA is to be the most prestigious award of the ICA.
24. No changes may be made to these Rules & Regulations without the written consent by Mr. Anil M. Shah (Donor of the Corpus Fund/Award) or his legal heirs.

**Presentation**

25. The names of the recipients are to be made public at least a month before the date of Annual Conference of the ICA in that Year. ICA website and reputed newspapers may be utilized for such announcements.
26. The Award shall be presented at the time of the Annual Conference of the ICA.
27. In all matters of Award of "Prof. Manubhai M. Shah Memorial Award", the decision of the ICA shall be final.

**Note:** This Award shall become operational w.e.f. the year 2012.

**ANNEXURE-II**

**Indian Commerce Association**

Prof. Manubhai M Shah Memorial Award

**PROFORMA FOR NOMINATION**

(12 copies must be forwarded latest by 30 June 2011)

Digital photograph of the nominee & soft copy of duly filled proforma on  
CD/DVD preferably in  
MS word should be attached)

1. Name of the nominee in full:  
(Both in English and Hindi)
2. Date and place of birth:  
(Enclose certificate of age duly attested)
3. Address with Telephone/Mobile/e-mail:  
(a) Official (b) Residential Address:  
(Present designation, department, institute etc.)
4. Nominee's field of specialization:
5. Academic Qualification (Bachelor's Degree onwards) [in a tabular form  
(Please see specimen-I)]  
Title of the Ph.D thesis and name of the guide
6. Date of joining the Institution (Designation & Scale)
7. Positions held earlier (in chronological order) [in a tabular form (Please  
see specimen-II)]
8. Details of UGC Fellowship/Associate-ship held, if any or from other  
sources/agencies.  
(indicate dates of joining & leaving):
9. Significant foreign assignments (Please see specimen-III):
10. Names and complete address (with e-mail IDs) of 5 Distinguished  
persons in the field of Commerce & Business Management including 3  
in India in the area (As possible referees):
11. (a) Significant contributions to the discipline of Commerce & Business  
Management by the nominee based on the work done in India during  
most part of last 10 years (in about 500 words). Specific  
reference is to be made to research papers published.  
(b) Summarize the most significant work of the nominee on which the  
recommendation is based (in 50 words):  
(c) Impact of the contributions in the field concerned, basic or applied:



- (d) Places where work of last 10 years has been referred / cited in Books, Reviews: give Citation Index of the contribution as follows:

|           |                                     |                     |                 |        |          |
|-----------|-------------------------------------|---------------------|-----------------|--------|----------|
| (i) Paper | Name of the Author(s) who has cited | Year of publication | Name of Journal | Volume | Page No. |
| (ii) Book | Name of the Author(s) who has cited | Year                | Publisher       | Volume | Page No. |

12. Have the achievements already been recognized by Awards by any learned body. If so, the name of the body, award and the year of award may be given. (A copy of the citation should be enclosed):
13. Has the nominee delivered invited lecture(s) in India abroad and/or chaired any International Conference Symposium (give details):
14. (a)\* List of nominee's 10 most significant publications: (One set of reprints to be enclosed) (please indicate nominee's status as author):  
 (b)\* List of nominee's 5 most significant publications during the last 10 years: (reprints of two most significant publications to be enclosed with each copy):  
 (c)\* List of nominee's 5 most significant publications from out of work done in India during the last 10 years:  
 (d)\* Complete list of publications in standard referred journals:  
 (e)\* Complete list of publications with foreign collaborators (indicating your status as author):  
 (f)\* List of papers published in Conferences/Symposia/Seminars, etc.:
15. Statement regarding collaboration with Professional(s)/Academician(s) in the relevant area abroad.
16. Details of Books published, if any:
17. Any additional information of relevance:

Certified that information given in the above pro-forma is correct.

Place

Sponsor's Signature

Date

Sponsor's Name  
Designation and complete address  
with e-mail address

- \* Listing of publications should be done in three columns giving:
- (i) Names of all the authors as they appear in each paper
  - (ii) Title of the paper, and
  - (iii) Name of the Journal, Volume, Year and Page

**Note:**

- The proforma (12 copies) should be neatly typewritten giving complete information about the nominee should be sent to:  
Dr. Ravinder Vinayek  
Secretary  
Indian Commerce Association (ICA)  
Professor, Department of Commerce  
Maharshi Dayanand University  
Rohtak-124 001.
- Digital photograph of the nominee & softcopy duly filled pro-forma on CD/DVD preferable in MS word should be attached.
- Incomplete Nomination/Pro-forma will not be considered.
- Each copy of the pro-forma should be properly tagged.
- Please do not attach any testimonial.

**Specimen-I (Qualifications)**

| Sr. No. | Degree                      | Subject                               | Division                       | Year % marks | University | Additional Particulars    |
|---------|-----------------------------|---------------------------------------|--------------------------------|--------------|------------|---------------------------|
| 1.      | B. Com. (equivalent degree) | Accounting, Economics, Management     | (1 <sup>st</sup> Division) 79% | 1982         | Delhi      | 1 Rank Gold Medalist      |
| 2.      | M. Com. (equivalent degree) | Accounting, Economics, Management     | (1 <sup>st</sup> Division) 74% | 1984         | Madras     | 1 Rank                    |
| 3.      | Ph. D.                      | Determinants of Share Price Movements |                                | 1989         | Bombay     | Thesis adjudged Excellent |
| 4.      | Post-Doc Research Work      | Share Price Discovery Models          |                                |              | 1991-92    | Delhi                     |

**Specimen-II**

| Sr. No. | Period                      | Place of Employment     | Designation         | Scale of Pay       |
|---------|-----------------------------|-------------------------|---------------------|--------------------|
| 1.      | May 1989- August 1994       | DAV College Jalandhar   | Lecturer            | Rs.700-1600 (then) |
| 2.      | September 1995- August 2002 | University of Delhi     | Associate Professor |                    |
| 3.      | September 2002 till date    | University of Hyderabad | Professor           | Rs.37400-67400     |

**Specimen-III**

| Sr. No. | Period |    | Institute/country visited | Purpose of visit |
|---------|--------|----|---------------------------|------------------|
|         | From   | To |                           |                  |
| 1.      |        |    |                           |                  |
| 2.      |        |    |                           |                  |
|         |        |    |                           |                  |