Select
Research Papers of
Prof. Dr. Dhananjay Awasarikar

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Dedication –

The Book is dedicated to

My Mother, Mrs. Sumati Awasarikar,

Who taught me how to read

and

My Father, Prof. Dr. Prabhakar Awasarikar,

Who taught me how to write.

Foreword

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The Current Trends in Social Development

It is indeed a pleasure to go through the various research-oriented articles, now published in the form of a book, by Professor Dr. Dhananjay Awasarikar. These articles cover various issues and problems which the larger society is facing during all these days.

I read carefully, and with keen interest, all the articles in this book and was highly impressed by the in-depth study by the Author.

The research activity in India, is rather slow and very much neglected. Most of the universities in India have not done much for fundamental research. The research in our larger society is poor largely because our young people have not understood the role of innovation in providing excellent quality of research. Curiosity or inquisitiveness is fundamental to research. It leads to creativity. Creativity triggers innovation.

The articles in this book is an outcome of the research and innovation done by Dr. Dhananjay Awasarikar. The book, containing Research Papers on many burning topics and social issues, authored by Professor Dr. Dhananjay Awasarikar is a product of versatile reading. He has done justice to all such topics.

The language used for writing these papers is not only straight forward but also it is very simple and lucid. This would definitely encourage the readers to grasp the contents clearly and easily. Furthermore, this writing would also act as a guideline for Junior Researchers, Ph. D. students and other Assistant Professors.

I place on record my appreciation of the efforts taken by Dr. Awasarikar in making these articles available to those who are interested in research. I congratulate him for the same.

R L Shejwalkar

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Professor Emeritus of Commerce and
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PREFACE

As a matter of fact, for any activity Supremacy, Perfection and Excellence have no real limitations, restrictions or end in them, Research Paper Writing is no exception to this general rule. Therefore, in the slow and steady process of striving for a pinnacle, several constructive and genuine suggestions from expert academicians Consultants and Researchers are welcome, always.

There was an attempt on the part of the Researcher to Analyse, Interpret, Present and distinguish between various Facts, Views, Opinions and Observations, in order to emphasise originality in different Research Papers.

Prompt Guidance, Proper Direction, Practical Support and constant Encouragement of several Directors, Senior Professors and other researchers have helped me, really, a lot to write research Papers on varying topics especially in the format and style as they appear in the book. I am deeply indebted to all such personalities.

Prof. Dr. Dhananjay Awasarikar

ACKNOWLEDGEMENT

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ROLE OF MERIT AND POLITICS IN INDIAN ORGANIZATIONS – A CRITICAL STUDY

ABSTRACT

In the literature, readily available as on today, in the field of Personnel Management there are passed a number of comments on the topic of 'Office Politics' or 'Organizational Politics.' In order to test the validity, reality and reliability of these comments, the Researcher tried to correlate his observations with the comments. These Organizational Observations are the outcome of different visits, the researcher had, in a number of Organizations in India on several occasions in last thirty years.

*In order to fulfill reasonable expectations of organizational members from each other, **it is ideally advisable to treat the organizational members the way they like to and not the way any individual likes.** Even if an employee willingly does not enter the Office Politics, sooner or later, he is dragged or pulled in the Office Politics. In the words of **Gary P. Naftalis, "How you play the game is not important.....Winning has to be important."***

An employee relying on Merit provides significance to his Educational and Technical Qualifications, Soft Skills, Experience, Personal Capabilities, Personality Traits, Work Efficiency and Effectiveness etc. On the other hand, an employee Political Talent gets reflected through his Organizational Actions like Networking, Grouping, Gossiping, Rumoring, Defaming (Image Tarnishing) and Organizational Decisions arrived at on the basis of Favoritism, Partiality, Personal Gain, Colleagues' Loss, to mention a few.

The Researcher has put forward four Observations followed by the Research Paper Inference and Researcher's Recommendation. In this Research Paper, the Researcher has attempted firstly to study the role of Politics and Merit in Organizations in India and thereafter he has tried to establish the interdependency or interrelationship between these two practical concepts in existence in Organizations in India.

Keywords: Political Talent, Office Politics, Meritorious Evaluation

INTRODUCTION

In the literature, readily available as on today, in the field of Personnel Management there are passed a number of comments on the topic of 'Office Politics' or 'Organizational Politics.' If an employee would really rely solely either on his Merit or on his talent of playing Politics – can be called as *'Political Talent,'* in an Organization, in the present scenario of cut-throat competition, employee survival in itself, at times, may turn out to be a serious problem, forget achieving high level success and consequent growth within the organization.

The foregoing introduction of the present Research Topic broadly suggests the following two things.

a. A Meritorious and Good Employee also has to indulge in practicing special kind of Politics in organizations.

b. An employee lacking merit has no option open but to rely on his skills of playing Politics in organizations.

RESEARCH PAPER OBJECTIVE
The following are the Objectives of this Research Paper.

1. To critically Study the Role of Merit and Politics in Corporate Organizations in India

2. To Establish Interdependency or Interrelationship between Merit and Politics in Corporate Organizations in India

RESEARCH PAPER METHODOLOGY
The Methodology adopted for writing the Research Paper is as follows.
1. The Research Paper is exclusively based on Primary Data which is collected by the Researcher through adoption of Observation Methodology. These Organizational Observations are the outcome of different visits, the researcher had, to a number of Organizations in India on several occasions in last thirty years.

2. Several inferences were arrived at and personal views were formed by the Researcher after applying logical interpretations in different Organizational Observations.

REVIEW OF LITERATURE

In organizations an employee, besides his immediate superior, comes across many other colleagues and subordinates having varying kinds of personal nature and features like Straight- forward, Reserved, Self-centered, Cooperative, Conflicting, Destructive, Political, to mention a few. Such each and every person would always try to pretend that he himself is an honest and very close best friend who can comfortably be trusted as regards certain organizational confidential matters. However, at such times, an employee should really be highly cautious, because *one should be doubly careful to whom to open up to as only a few people actually care, the rest just want to have something to gossip about.* Furthermore, gossip does not die unless it hits a wise person's ears. In this connection, an inspiring and guiding practical principle of *Jonathan Lockwood Huie* is worth remembering. *"Forgive others, not because they deserve forgiveness, but because you deserve peace."* There is a very old Chinese Proverb, *"The two words namely 'Peace' and 'Tranquility,' are worth a thousand pieces of Gold."* Furthermore, it may necessarily not, at all, be out of place to quote *Ralph Waldo Emerson* over here that *"Nothing can bring you peace but yourself."*

At the same time, it is needed to be noted that gossip of any nature in organizations is simply a special kind of playing politics. Whenever and wherever it is suspected whether or not a specific piece of information is a fact or a mere gossip, it is ideally advisable to observe silence or to be patient and not to argue with the person indulging in gossip because there lies a danger that such a person may drag an employee down to his level and may beat with his experience. In such situations, it may not be a bad idea to play politics with such a person, in turn and instead to argue with him just to show that one has agreed with him.

Those employees, who get promoted within the organizations de void of merit but simply because of political links, want to be respected as well as honored when, in fact, they do not deserve the both, respect as well as honor. However, they fail to follow that *Respect is not be demanded but it is to be commanded.* On the same lines, there is a famous quote of *Mark Twain*. *"It is better to deserve an honor and not have it than to have it and not to deserve."*

Moreover, while working in organizations, different members have certain expectations from each other. In general, there is noticed no Behavioral problem whatsoever in an organization, so far as such expectations are reasonably fulfilled. It is needless to point out that such expectations need not be fully fulfilled. Thus, the number of complicated problems related to the Organizational Behavior or Office Politics actually occur especially because of non fulfillment of even reasonable expectations of organizational members from each other. In order to evade this undesirable and unwarranted situation, *it is ideally advisable to treat the organizational members the way they like to and not the way any individual likes.*

Irrespective of the fact, whether or not a member of an Organization likes to indulge in Office Politics, now-a –days, he needs to get himself involved, quite actively. Even if he willingly does not enter the Office Politics, sooner or later, he is dragged or pulled in the Office Politics. In the words of *Gary P. Naftalis, "How you play the game is not important.....Winning has to be important."* At such juncture, it is to be remembered that Political Play should always be decent and it should exhibit ethicality and morality.

CONCEPTS OF MERIT AND POLITICS

Before proceeding with the Practical Observations as regards Merit and Politics, in the opinion of the Researcher, indeed, it is necessary to clarify these concepts, at the start.

CONCEPT OF MERIT

An employee relying on Merit provides significance to his Educational and Technical Qualifications, Soft Skills, Experience, Personal Capabilities, Personality Traits, Work Efficiency (Doing Things Rightly) and Effectiveness (Doing Right Things), etc.

CONCEPT OF POLITICS

An employee relying on Politics believes comparatively more on his Political Talent rather than his own Merit. This talent gets reflected through his Organizational Actions like Networking, Grouping, Gossiping, Rumoring, Defaming (Image Tarnishing) and Organizational Decisions arrived at on the basis of Favoritism, Partiality, Personal Gain, Colleagues' Loss, to mention a few.

PRACTICAL OBSERVATIONS

After the visits to a number of Organizations in India on several occasions in last thirty years, the Researcher would like to put forward the following observations.

OBSERVATION NO I

Whenever and wherever an employee has relied exclusively on his own Merit without indulging in Politics whatsoever within the Organization, his Personal Growth in an Organization is observed to be dependent upon the nature of the Superior.

Whenever the Superior was observed to be 'Good,' the Personal Growth of such an employee was observed to be taking place at a reasonably satisfactory speed after fair assessment of his performance at the hands of such a superior, strictly and exclusively depending upon his own real merit and not depending upon any other factor, whether important or otherwise. Such an employee could obtain all the Legal (Statutory) or Legitimate Benefits like Annual Notional Increments, Leaves, Concessions, Privileges, etc. well on time, that too, without demand.

On the other hand, whenever the Superior was not observed to be 'Good,' the Personal Growth of such an employee was observed to be taking place relatively at a very slow speed. He had to struggle a lot to obtain even Ordinary Concessions, Statutory Leaves, forget privileges.

It may not be out of place to highlight over here that in many organizations even statutorily fixed public holidays or statutorily sanctioned vacations are not given. In some organizations, it is also noticed that such holidays and vacations are given on certain terms and conditions or they are given subject to salary deduction. (Of course, this kind of deduction is undoubtedly unauthorized)

OBSERVATION NO II

Whenever and wherever an employee had relied on his own Merit while indulging in Politics within the Organization, his Personal Growth in an Organization was observed to be reasonably better as compared to his other colleagues, especially, when they had not indulged in Politics and relied solely on their merit. On the other hand, wherever and whenever the colleagues too behaved in the same way, that is, relied on both Merit and Politics, the organizational growth of that employee was observed better who got success in beating the other, either by *'Hook or by Crook.'*

Under such organizational circumstances the employee growth, to a certain extent, depends upon the nature as well as the personality of the superior. As a matter of fact, no all superiors are intelligent enough to distinguish between the employee achievements on the basis of his merit and political talent. It is noticed that those superiors who were very good in playing politics and had indulged in it for obtaining the said position, realized the difference. At the same time, those superiors who had obtained the said position on the basis of their own merit that too, without indulging in politics, may not realize the difference.

OBSERVATION NO III

Whenever and wherever an employee had relied more on his own Political Skills and less on Merit within the Organization, his Personal Growth in an Organization was observed to be dependent on the nature of the Superior.

Whenever the Superior also liked to indulge in Politics, moreover, who himself had obtained his position after relying on his Political Skills more as compared to Merit, the personal growth of such an employee was observed to be relatively good. In general, in practice, it is observed that *People of like thoughts come together and like to stay together.* The employees of such a nature got promotions very fast, sometimes, at the cost of meritorious employees, simply because of *'Blessings'* of their Superiors, who acted for the employees as a *'God Father'.* It is no exaggeration of a fact that such 'Political Employees' had stayed in the organization, years after years, unless and until, they were fully exposed or their *'God Fathers'* had withdrawn their blessings for one or the other reason.

On the contrary, whenever the Superior relied ruthlessly or relentlessly that is strictly and exclusively on the Merit of an employee and kept his Political Elevation and Humanitarian Consideration totally away while appraising his Performance, employees faced severe problems. On some occasions even they found 'Survival,' within the organization quite difficult as well as critical.

OBSERVATION NO IV

Whenever and wherever the employee lacked requisite Merit for performance of a specific Job and also he did not involve himself in playing politics within the organization, it was observed that such an employee was surviving in the organization simply either because of the sympathy or mercy of the Superior.

In order to elaborate this point further, it is necessary to give one practical example, over here. The wife of an employee got a job in one of the reputed private organizations after his sad demise in an unfortunate road accident. Of course, she was not deputed on the same position; the deceased employee was working because she lacked essential soft skills. She was deputed in a department for an altogether different organizational task, she was comfortable with. These kinds of appointments are generally done strictly on humanitarian grounds. It is crystal clear the ones an Organization pays all the legal dues like Provident Fund, Gratuity, Insurance, etc., to the employee, legally an Organization is neither bound to pay anything more nor to offer an employment to the survivors of the deceased.

RESEARCHER'S INFERENCES

1. The employees belonging to all the four categories, referred to, above, no doubt, exist almost in all the organizations. However, their percentage does differ quite drasticallyand dramatically from organization to organization. A specific organization is represented or recognized by the majority of the employees belonging to a particular category. In other words, an organization in which majority of the employees relyheavily on their talent, is recognized as an organization of intellectual class. This does not mean that all the employees of that organization are intelligent, but, it simply means that the majority of the employees of that organization are intelligent.

2. For those employees, who believed on their merit and also played politics within the organization, survival was never ever a serious problem and their organizational growth was dependant on execution of both the Skills, Meritorious as well as Political, appropriately, as and when there was an opportunity for the same.

3. On the basis of these observations, it can comfortably be inferred that Merit and Politics are the sides of the same coin in the sense that they are Interdependent and Interrelated with each other and not, at all, independent of each other.

RESEARCHER'S RECOMMENDATION

On this background, the Researcher would like to recommend, as under

Strictly and ethically, indulging in Organizational Politics is undoubtedly not good. No one would ever justify the same, at any time, for any organization. However, after taking into consideration current operational scenario in different organizations, it just cannot be wisely suggested that each and every employee of any organization should strictly stick to his own merit and should not indulge in playing politics, at all.

As a matter of fact, in majority of the organizations, maximum number of employees not only relies on their merit but simultaneously they also indulge in playing politics within the organization. Thus, the same is advisable to any employee, as on today, otherwise his organizational growth would surely get firstly hampered and slowed down, secondly.

RESEARCH PAPER LIMITATIONS

1. As the Research study for this Paper is based on Human Views, that is, Views of the Researcher, all the limitations of Human Views have direct and deep impact on various views formed and inferences arrived at by the Researcher in this Research Paper. (At the same time, it may, necessarily, not, at all, be out of place to point out, over here that those views and inferences are based on fully considered, well balanced and sound judgment of past real situations in different Corporate Organizations in India.

2. Various views expressed in this Research Paper are based on Organizational Observations and Experiences of the Researcher himself. As a result, full Concurrence with all the personal views as well as personal opinions of the Researcher is certainly not possible, thus, not, at all, ideally expected in practice.

SCOPE FOR FUTURE RESEARCH

During the course of the study of this Research Paper, the researcher found out that there is an ample scope and adequate potential for research in future for the following topic related to the real role of Merit and Politics in Organizations in India.

Impact of Organizational Politics on Employee Growth in Select Indian Organizations - An Empirical Study

FOOT NOTE

The details, like Names, Addresses, Nature, etc. of the Organizations – some of which are highly reputed where the Observations were carried out by the Researcher, are not disclosed in the Research Paper in order to maintain confidentiality.

WEBSITES

1. www.forbes.com

2. www.highered.mheducation.com

3. www.infomanagementcenter.com

4. www.mindtools.com

5. www.monster.com

6. www.officepolitics.com

CLASSIFICATION OF EMPLOYEE-INSTITUTE ATTACHMENT

ABSTRACT

The precious principles of Personnel Management point out beyond a shadow of reasonable doubt that the employees should necessarily develop Adequate Attachment with the Institution or Organization, where they work. The rate of Employee Turnover in many Institutions is recorded as very high. This fact reveals that there does not exist, in practice, even reasonable level of Employee Attachment with the Institution. **Smooth Functioning** *(Functioning without Serious Conflicts or Material Differences of Opinion between the Employer and the Employee)* **can be treated as a Pre-requisite for the development of Employee Attachment, as a Process.** *It is basically a* **Courteous, Reversible and Bilateral or Reciprocal** *process.* **If a team of Competent and Efficient Employees is coordinated and led properly by the dynamic Institutional Leader***, Employee Attachment within the Institution is experienced as a natural sequel or an effortless practical consequence.*

Those employees who are **not properly motivated mainly for want of Adequate Compensation and for some allied reasons like Poor; thus, Dissatisfying Working Conditions, Close Supervision, Unnecessary Personal Control, No Personal Respect, No attachment of weight-age to Human Dignity and Humanitarian Relationships and Class and Caliber of the Employee, Encroachment on Official Authority resulting in No freedom, No Incentives, No or Nominal Increments, Insufficient facilities and Staff welfare Schemes,** *to mention a few, do not intend to stay within the premises of the Organization for more than their normal working hours. They prefer to stay away from the Organization, as far as possible, especially because of* **Official, thus, Easily Excusable Reasons,** *thereby safeguarding authorized deduction from the payment. They utilize their fresh time in performance of their Personal Activities.*

This Research Paper firstly ascertains the Origin of Employee Attachment and subsequently studies in detail the Classification of Employee-Institute Attachment.

Keywords: Employee Turnover, Employee Detachment.

INTRODUCTION

The rate of Employee Turnover in many Institutions is recorded as very high. This fact reveals that there does not exist, in practice, even reasonable level of Employee Attachment with the Institution. The practical benefits of stable employees within the Institution need not be convinced as they are well known. The number of stable Employees leads to relatively fast rate of Institutional Growth. Furthermore, *wherever there are statutory inspections in some Institutions, one of the check points is the Number of Stable Employees.* Thus, *it is in the best interest of the Institution itself to increase the level of Employee-Institute Attachment and as a result, the number of stable Employees.*

RESEARCH PAPER OBJECTIVES

The following are the Objectives of the Research Paper.

1. To Ascertain the Origin of Employee-Institute Attachment

2. To Study the Classification of Employee-Institute Attachment

SCOPE OF THE RESEARCH PAPER

The Practical Scope of the Research Paper extends firstly to Ascertaining the Origin of Employee Attachment and subsequently to the detail study of the Classification of Employee-Institute Attachment.

RATIONALE OF THE RESEARCH PAPER

The precious principles of Personnel Management point out beyond a shadow of reasonable doubt that the employees should necessarily develop Adequate Attachment with the Institution or Organization, where they work. However, in practice, it is observed in many Institutions that the rate of Employee Turnover is very high. This implies that the *overall level of Employee-Institute Attachment is very low, as the rate of Employee Turnover and level of Employee-Institute Attachment are in inverse proportion with each other.* Furthermore, *the kind of Attachment is also noticeably different in different Institutions leading to drastically and dramatically fluctuating consequences on a Continuum of Employee-Institute Attachment*

in different Institutional Situations. On this background, it is necessary to study the Classification of Employee-Institute Attachment.

RESEARCH PAPER METHODOLOGY

For writing this Paper, the following Research Methodology was followed.

- Review of Literature was done through various Books and significant Websites to Learn the concept of Employee-Institute Attachment. (The details about all the Books and the Websites are given in the Section, of 'Categorized Bibliography,' located at the end of the Research Paper.)

- Different Inferences were arrived at and Opinions and Views were formed after applying Logical Interpretations based on the facts learned through Review of Literature, as mentioned above.

SOURCES OF SECONDARY DATA

The sources of Secondary Data include Relevant Books and Web Sites which are mentioned in detail in the Section of Categorized Bibliography, located towards the end of the Research Paper.

ORIGIN OF EMPLOYEE ATTACHMENT

Strictly technically or legally, an Employment is a *Psychological Contract* between the Employer and the Employee. Moreover, as per one of the Management Principles as advocated by *Henry Fayol,* in an Institution there must be *Reconciliation or Integration of Institutional Objectives and Individual Objectives*. An Institution recruits and selects an employee not for the fulfillment of Individual Employee Objectives but for the fulfillment of pre-determined Institutional Objectives. Unless and until there is *rational Reconciliation or intelligent Integration* between both the Institutional Objectives and Individual Objectives, there can certainly not result smooth functioning in an Institution. When such smooth functioning becomes an Institutional routine practice, may not be for too long time, but may be for reasonable time, the *pure feeling of 'Employee Attachment'* originates. In other words, *Smooth Functioning* (Functioning without serious conflicts or Material Differences of opinion between the Employer and the Employee) *can be treated as a Pre-requisite for the development of Employee Attachment, as a Process.*

EMPLOYEE ATTACHMENT – A PROCESS

As a matter of fact, Employee Attachment is basically a *Courteous, Reversible and Bilateral or Reciprocal* process. However, Some Employers feel and incline to communicate through their informal clues that Employee Attachment is *Discourteous Irreversible and Unilateral* process. In other words, *irrespective of the Privileges or the Facilities provided and the Institutional Internal Environment created mainly through Employee Welfare Policies, Programs and Strategies and Behavioral Responses given to the Employees, the Employers expect their Employees to be highly Loyal, Co-operative, Sensitive, Responsive and moreover, highly Responsible.* But, this line of thinking is not right.

As the Employers have some expectations from the Employees, at the same time, the Employees also have some reasonable expectations from the Employers. *If either of the two, that is, the Employer or the Employee, fails to fulfill the reasonable expectations expected by the other, smooth functioning gets distributed or diluted.* Furthermore, Employee Attachment is a very lengthy process, as it does not happen overnight or even over a very short span of time.

CLASSIFICATION OF EMPLOYEE-INSTITUTE ATTACHMENT

Employee-Institute Attachment can Conveniently and Comfortably be Classified into four different categories, as follows.

1. Attached Attachment

2. Attached Detachment

3. Detached Attachment

4. Detached Detachment.

Let us discuss each of these Categories, in detail, one be one, in the following lines.

A. Attached Attachment

Apparent Features

In general, this kind of Attachment exists especially when an employee joins the Organization. At this time, every Employee is observed *highly Energetic and Enthusiastic* for obtaining a new Opportunity to serve on the poor Economic Background of ever increasing and alarming rate of Unemployment in India. Also, his overall *level of Motivation is experienced relatively very high.* At such a high level, in fact, he does not distinguish or differentiate between his Personal Work and Organizational Work in the sense that he treats *Organizational work simply as his Personal Work.* He performs an Organizational Work *out of his Personal Liking and not, at all, out of Compulsion.*

The quantum of Pending Work, thus, at such a stage, is almost negligible, because it is said *'People have time for the things they like and Vice Versa.'* Besides, he exhibits, more or less the *identical level of Organizational Attachment as well as Loyalty* which he exhibits for his Personal Work. Indeed, it is a special type of challenge for the Organizational Superior either to increase this level or alternatively, at least, to maintain the same level, in future.

Practical Consequences

It may necessarily not be an exaggeration of a fact to state over here that the first year, in particular, of service is really very important from both the points of view of the Employer and the Employee. The Employer comes to know *Unique Strengths and Qualities* and also the *Personal Weaknesses and Drawbacks of an Employee* during this period. At the same time, the Employee, too, realizes peculiar **Organizational Opportunities** readily available for his **Personal Growth** within the boundaries of **Organizational Threats**, if any, existing in not only **External** but also in **Internal Organizational Environment.**

Indeed, this kind of Attachment can certainly be regarded as *Ideal* in practice for a few basic reasons. Firstly, the Employer is totally happy and highly satisfied with *very high level of effort put in by an Employee* for doing Organizational Work and also the Employee is totally happy and highly satisfied with the Employer for getting *mutually Agreed and much needed Monetary Compensation and Organizational Status.*

Secondly, the overall level of effort put in by the Employee at this stage of Attachment is experienced comparatively very high because he expects bright prospects for desirable Growth in future, either near or distant. In almost *all practically effective Organizations, maximum number of Employees possesses this kind of Attachment.* Moreover, having maximum number of Employees possessing Attached Attachment is a prerequisite for a Successful Organization which directly and predominantly distinguishes itself from an Unsuccessful one

B. Attached Detachment

Apparent Features

When even the reasonable expectations of the Employee do not get satisfied, in-spite of repeated requests and personal reminders to the Employer, Attached Attachment starts slowly getting diluted and consequently gets converted into Attached Detachment. So far as the reasonable expectations of the Employee are satisfied or they are reasonably reconciled after receipt of dissatisfaction, Attached Attachment undoubtedly remains intact or unaffected. As a result, when such a stage would actually reach can certainly not be predicted during the course of Organizational functioning. However, ones such a stage is reached, the overall level of *Working Energy* and *Enthusiasm* goes on diminishing and diminishing with the passage of time. Also, the overall *level of Motivation starts declining, slowly.*

At such a stage, an employee starts distinguishing or differentiating between his Personal Work and Organizational Work in the sense that he *prefers to perform his Personal Work to Organizational Work.* Besides, he tends to perform only that piece of Organizational Work which is, in fact, urgent and tends to keep the balance work pending. This is the time when he starts categorically differentiating between the *level of Organizational Attachment as well as Loyalty* which he exhibits for his Personal Work and Organizational Work.

Practical Consequences

As the level of Attachment for Personal Work is comparatively high, there is slight reluctance, on the part of the Employee to take initiative for performance of Organizational work. Moreover, within the Organization, he strives to concentrate more on his Individual Growth; also he tries to grab an earliest opportunity to get the position of power. His all efforts end in securing himself.

If a wise, practical and prudent Superior realizes the minute difference in Employee Work Attitude and Organizational Approach, indeed, it is a special type of challenge for him to re-convert the Employee back to the earlier level of Attached Attachment. Otherwise, if Organizational situation takes an undesirable or untoward turn, thereafter, there exists a threat of conversion of Employee Attached Detachment into Detached Attachment.

C. Detached Attachment

Apparent Features

When 'Attached Detachment' exists within the personality, reasonably for long time and an immediate superior either does not realize the difference in Employee working Attitude and behavioral Approach quite innocently or he realizes but ignores the same, quite intentionally, the overall level of 'Employee Attachment' dilutes further and knowingly or unknowingly, it gets converted into 'Detached Attachment,' slowly still steadily. Indeed, it is very difficult to predict the exact time when this kind of detachment can come into existence in an Organization as this Detachment is, undoubtedly, an undesirable outcome of the Organizational situation, in itself. As the level of Motivation and Attachment is comparatively low, the Employee starts thinking, quite logically, in terms of search for a new job.

Practical Consequences

However, whenever such Detachment results, the **overall level of Employee Motivation, Energy and Enthusiasm goes further down.** At the earlier level of Detachment, that is, 'Attached Detachment', the colleagues and other subordinates, in general and the superior, in particular, simply suspect in practice, yet, they fail to come to a concrete conclusion about the existing Level of Detachment. The prevailing confusion stands removed at this stage as the **line of demarcation between Personal Work and Organizational Work becomes quite clearer and more visible to all the Organizational Members, including the colleagues, the subordinates as well as the Superior.**

An ambitious Superior can, even at this stage, try his all the best to re-convert an Employee to the earlier level or levels of Attachment. But, it may not be out of place to point out over here that although this is not too late, surely, it is little late. An employee starts finding official excuses also for that piece of Organizational Work which is, in fact, urgent and tends to keep more and more work pending. At this stage, the level of Attachment and Loyalty for Organizational Work and Personal Work reveals a very wide gape. All such **negative things are well managed by the subordinate, of course, after safeguarding one's own Organizational position, quite intelligently and moreover, tactfully.**

D. Detached Detachment

Apparent Features

When 'Attached Detachment' continues within the Organization, relatively for long time and no honest efforts whatsoever are undertaken by the Superior or his efforts undertaken to convert 'Attached Detachment' into earlier stages of 'Attachment' fall actually short of the real requirement, situational or practical, the state of 'Detached Attachment' gets automatically converted into 'Detached Detachment.' In the earlier stages of Detachment, that is, 'Attached Detachment' or 'Detached Attachment', at least, the Employer derives the satisfaction for some Organizational work done or for any other socially decent reason wherein the Employee may derive partial Job Satisfaction.

However, this stage of 'Detached Detachment' is the most undesirable stage basically because at this stage there results tremendous dissatisfaction at both the ends, that is, at the end of the Employer as well as the Employee. As **the level of Disinterest and Discontentment is very high, at this stage, the feeling of search for a new job raises very high.**

PRACTICAL CONSEQUENCES

Especially because of prevailing *Bilateral Dissatisfaction*, the overall *level of Communication between the Employee and the Immediate Superior – representing the Management is experienced to be almost non-existent or negligible.* The Employee tends to evade meeting with his Superior and vice versa. As the Employee is de-motivated, the Superior does not run the risk of delegating additional authority needed for performance of a new task. At the same time, the Employee too does not take initiative to accept new challenges, if any, within the Organization.

This situation undoubtedly leads to *stop the growth of an Employee within the Organization*. Sometimes, the *Annual Notional Increments also are not given to the Employee by the Management, literally for any real or legal reason whatsoever, but, noticeably quite abruptly and arbitrarily. The Employer does not dare to terminate the service of an Employee because of fear of unwarranted litigation resulting there-from, but he creates a situation whereby the Employee would not like to continue.* At such a stage, *the Employee does continue, but, not, at all, out of liking but simply out of Compulsion.* The moment he becomes successful in making an alternative arrangement, he does not hesitate to leave the existing job.

Existence of such a scenario in any Organization is not good particularly for long-term stability and viability. *Without realizing the level of Employee Attachment with the Organization or deliberately neglecting the same even after its realization, in some Organizations, the Employer expects excellence in the work performance. It may not be an exaggeration of a fact to point out that such an Employer can be described as 'Crack.'* Such Employers can be very easily found out in those Organizations where the *Employee Turnover* is relatively very high.

RESEARCH PAPER LIMITATIONS

Like each and every Research Paper, this Research Paper also proceeds with certain limitations as follows.

1. As the Research Paper study is purely of academic orientation, some sort of adaptation to prevailing condition is ideally necessary prior to its practical application.

2. As the Research Paper is the direct outcome of Researcher's own Experiences, Observations and Personal Views and Opinions, Intellectual Agreement with all the Views and Opinions is naturally, ideally and rationally not expected.

SCOPE FOR FUTURE RESEARCH

During the course of the study of this Research Paper, the researcher found out that there is scope and potential for research in future for the following topics.

1. A Study of Reasons for High Level of Institutional Employee Turnover

2. A Study for Development of Employee- Institute Attachment

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IMPACT OF SUPERIOR-SUBORDINATE RELATIONSHIP ON PERSONAL PROGRESS – A STUDY

ABSTRACT

In the literature, readily available, in the field of Management on the topic of 'Superior –Subordinate Relationship,' in majority Research Studies, several guidelines are given to the Subordinate as to how to manage the Superior and also as to how to adjust one's own Organizational Behavior, as a Subordinate, in order firstly to survive and secondly to progress, within the Organization. At the same time, really, very few Researchers have attempted to look at the same situation from an altogether different angle, that is, from the point of view of the Personalities of both the Superior and the Subordinate.

It is observed in different organizations, on a number of occasions that the two vital factors namely, the nature of the Superior and that of the Subordinate are dependent on each other. In this Research Paper, the Researcher has attempted to study the impact of the nature of the Personality of the Superior on Personal Growth of the Subordinate.

On the basis of four different conceptual definitions developed by the Researcher after relying on his Experience, both Corporate (Ten Years) and Academic (Twenty Five years), the Researcher has put forward his own Observations, in the Research Paper. These vital Observations may act as practical guidelines for several Subordinates, particularly fresh, as these Observations may be helpful and useful for them while arriving at a decision whether to continue in the same Organization or switch over to the other one, after watching forgoing or prevailing signs of Personal Progress in reasonable time.

Keywords: Good Superior, Good Subordinate, Superior Who is not Good, A Subordinate Who is not Good

INTRODUCTION

In the literature, readily available, in the field of Management on the topic of 'Superior –Subordinate Relationship,' in majority Research Studies, several guidelines are given to the Subordinate as to how to manage the Superior and also as to how to adjust one's own Organizational Behavior, as a Subordinate, in order firstly to survive and secondly to progress, within the Organization. At the same time, really, very few Researchers have attempted to look at the same situation from an altogether different angle, that is, from the point of view of the Personalities of both the Superior and the Subordinate.

RATIONALE OF THE RESEARCH PAPER

Gone are the days when the employees used to stay loyal with an organization relatively for long time - that is, until the time they used to retire or after serving for quite a good number of years. Of late, they believe on fast Personal progress. As a result, if they do not obtain the Official Position or Pay Package or other Privileges which they think they desire within the reasonable time which they decide, they do not, at all, hesitate to switch over to the other job just in a very short span of time. While arriving at such decisions, sometimes, it is noticed that they do consult different experts of the concerned field.

Especially because multifarious and dynamic career opportunities are readily available, at present, in Indian Economy, the employees, particularly young employees falling within the age group of twenty five to thirty five, firmly believe that personal progress must necessarily result at a very fast pace, that too, at relatively small stage of age. Further, they do not intend to work till their retirement and prefer to retire voluntarily at an early date. Adoption of this kind of Philosophy in life has changed Human Life Style, quite drastically and dramatically, of late, however, this puts an additional pressure on the wish of their fast Personal Growth.

It is observed in different organizations, on a number of occasions that the two vital factors namely, the nature of the Superior and that of the Subordinate are dependent on each other. In this Research Paper, the Researcher has attempted to study the impact of the nature of the Personality of the Superior on Personal Growth of the Subordinate.

RESEARCH PAPER OBJECTIVE

The Research Paper Objective is as follows.

1. To Study Impact of Superior-Subordinate Relationship on Personal Progress

RESEARCH PAPER METHODOLOGY
The Methodology adopted for writing the Research Paper is as follows.

1. The Researcher has developed four different Conceptual Definitions on the basis of his Social Observations and Human Interactions in different Organizations in order to Create foundation for the Research Paper.

2. The Research Paper is exclusively based on Primary Data which is collected by the Researcher through adoption of Observation Methodology. The specific details of the Organizational Behaviour of both the Superior and the Subordinate in different Organizations are described in the section of Practical Observations.

3. Several inferences, were arrived at and personal views were formed after applying logical interpretations in different situations.

CONCEPTUAL DEFINITIONS
Before proceeding with the detail narration of the Research Topic, the Researcher would like to *introduce and conceptually define* a few terms, on the basis of which the Research Paper, proper has progressed. These terms describe the exact meaning which the Researcher intends to convey through this Research Paper.

The meaning of the word *'Good Superior'* indicates that he relies on subordinate's Merit, Efficiency (Doing things rightly), Effectiveness(Doing right things), Experience, Seniority, moreover, Justice, Equity, Conscience, etc. reflect through his Participative or Democratic Leadership Style.

The meaning of the word *'Good Subordinate'* denotes that the subordinate has trust on his Superior in the sense that he believes (may be blindly) that the Superior would fairly, impartially, judiciously, equitably, humanly, favorably (not, at all, critically) assess his performance, especially, while giving an annual notional increment.

The meaning of the word *'A Superior who is not good'* is that he indulges personally in the Inter-Organizational Politics, reflects Favoritism, Partiality, Inequity, Unfairness, Bias through his irrational and at times, Emotional Decision Making and follows Autocratic Leadership Style.

The meaning of the word *'A Subordinate who is not good'* interprets that he believes in Politics (Less on Merit), he respects only those Organizational members who are in Power and Position, as far as possible, he tries to cheat other Organizational members and selectively and tactfully cooperates with them out of compulsion and not out of liking as one of the own Personality traits.

NATURE OF THE TERMS
In the four terms stated above, the Personality characteristics of 'Good Superior,', 'Good Subordinate,' 'A Superior who is not good,' and 'A Subordinate who is not good,' which are described, quite briefly, are merely representative or simply indicative of the nature of different Personalities. Thus, they are *totally suggestive* and *not, at all, exhaustive* in their practical nature. So also, depending upon the nature of the Organization, either one or even more Personality Qualities can certainly be added or deleted, as and when the situation would demand. However, different qualities of Personalities described through these four terms can surely be treated as *'Base Qualities'* or an *Organizational Benchmark.*

PRACTICAL OBSERVATIONS
After observing different consequences in different Organizations, the following concrete observations can be put forward.

OBSERVATION NO - I
Wherever both the Superior and the Subordinate were 'Good,' Personal Progress (Going up the Organizational Ladder- Hierarchy) was observed easy. Also, there were no personal barriers or rational reservations on the part of the Superior towards the Subordinate while promoting or giving an annual normal notional increment to the subordinate. Besides, wherever the performance of the Subordinate was indeed, 'Extra-ordinary', extra ordinary increment, too, was given by the Superior to the Subordinate without any hesitation whatsoever.

In such a situation, both the Superior and the Subordinate feel extremely happy and fully satisfied with their Level and Quantum of Achievement. As a result, they enjoy their existing work and also they like to continue working together in order to achieve common objectives of the Organizations, as a whole, in general and in the process, achieving their personal objectives, especially, about their Personal Growth, in particular.

Observation No - II
Wherever the Subordinate was 'Good' and the Superior was 'Not Good,' the Subordinate had to struggle, in fact, a lot to get promoted or to get an annual normal notional increment, forget 'Extra-ordinary increment,' irrespective of the fact of 'Extra-ordinary Performance' of the Subordinate. Furthermore, in some Organizations, the Subordinates were not given normal increments, even years after years.

Therefore, wherever such increments were given, they were given out of compulsion, that is, because of different objections raised by Regulatory Authorities It may necessarily not be out of place to point out over here that Regulatory Authorities, in general, do not favor 'Poor' and 'Pure' Subordinate. At the same time, they deliberately tend to support the Superior's Organization, basically because of the possibility of 'Handsome Gain,' to be obtained, may not be overtly or directly, but covertly or indirectly from the Superior's Organization. In practice, in rough technical language, this phenomenon is popularly termed as 'Under the Table Agreement' or 'Below the Carpet Arrangement.'

In such an organization, only the Superior feels extremely happy at the cost of happiness of his Subordinate. Here, the Superior tries his all the best to extract maximum Quality Work from the Subordinate, but, preferably at as low cost as possible. At the same time, he takes adequate care to ensure that the competent, meritorious and efficient subordinate does not get well recognized within the organization. As a result, the Subordinate is observed unhappy and dissatisfied with the work which he performs because he does not get full recognition within the organization, that too, sometimes, at the cost of heavy monetary loss in salary, especially, over a long period.

Observation No - III
Wherever both the Superior and the Subordinate were 'Not Good,' there was absolutely no trouble whatsoever for Personal Progress in the Organization. All the important designations were 'Gifted' to a Non-Deserving 'Subordinate who was Not Good,' by a 'Superior who was not Good,' sometimes, without caring to check whether such designations fit in the nature of the Organizational Hierarchy. No doubt, this did amount to injustice to deserving, thus, 'Good Subordinates,' who were observed frustrated because in-spite of putting in the best efforts and exhibiting utmost efficiency in performance, they could not get the Reward or Public Recognition or Qualitative Appreciation in the practical form of either an increment or promotion.

Really, they miserably failed to follow that there existed a very wide gape between the criteria they perceived as appropriate to get either an increment or promotion and the criteria, the Superior (who was not good) adopted while arriving at such significant decisions which affected them, quite adversely, not only personally, but also, morally, psychologically and officially.

Observation No - IV
Wherever the Superior was 'Good' and the Subordinate was 'Not Good,' the Superior had, as a matter of fact, given many chances to the Subordinate to convert himself as a 'Good' Subordinate. Thereafter, either of the following two practical consequences followed in organizations. In some cases, firstly, the Superior could achieve grand success in converting a 'Subordinate who was not good,' into 'Good' whereas in some other cases, secondly, the Superior could not convert a 'Subordinate who was not good,' into 'Good.'

Indeed, it is matter of a challenge for a Superior in any organization to convert a 'Subordinate who was not good,' into 'Good.' For a Superior, such organizational occasions are the occasions of test of technique for meticulous exhibition of appropriate Leadership Styles and Qualities. However, as it is crystal clear, whenever there are involved two or more human beings in any situation, unilateral decision can never ever be arrived at. Thus, unless and until, the subordinate himself decides from within to change himself, he can certainly not achieve that and consequently, the Superior cannot notice the change, in a Subordinate, which he initiates and desires.

At the same time, in some organizations, in-spite of an honest attempt on the part of the Superior to change the 'Subordinate, who is not good,' into 'Good,.' it was realized by the Superior that nothing can actually be done beyond a certain limit because of personal constraints existing within the Subordinate in the practical form of lack of reasonable level of Intelligence, lack of Creativity, Dedication and Determination, Disinterest to learn new skills necessary for performance of a specific job, etc.

RESEARCH PAPER LIMITATIONS

1. As the Research study for this Paper is based on Human Views, that is, Views of the Researcher, all the limitations of Human Views have direct and deep impact on various views formed and inferences arrived at by the Researcher in this Research Paper.

(At the same time, it may, necessarily, not, at all, be out of place to point out, over here that those views and inferences are based on fully considered, well balanced and sound judgment of past real situations in different Corporate and Academic Organizations.)

2. Various views expressed in this Research Paper are partially based on Organizational Observations of the Researcher himself and his Experiences during Organizational Interactions with many Superiors and subordinates on a number of occasions. As a result, full Concurrence with all the personal views as well as personal opinions of the Researcher is certainly not possible, in practice.

SCOPE FOR FUTURE RESEARCH

During the course of the study of this Research Paper, the researcher found out that there is an ample scope and adequate potential for research in future for the following topic related to the nature of Organizational relationship between the Superior and the Subordinate.

1. Organizational Behaviour Adjustment in the light of the Nature of Superior's Personality – A Study

FOOT NOTES

1. In the Research Paper, the word 'Bad' was deliberately evaded while describing the nature of various kinds of Personalities of the Superior and the Subordinate basically because the Organizational Behaviour of both the Superior and the Subordinate was observed highly and erratically fluctuating on a continuum from 'Very Bad' to 'Bad.' Thus, sometimes, it was, indeed, very difficult for the Researcher to classify the Organizational Behaviour into different categories. Hence, it was rationally decided to avoid such a confusion and describe the same by using the terminology like 'A Superior who is not Good' and 'A Subordinate who is not Good.'

2. The details, like Names, Addresses, Nature, etc. of the Organizations where the Observations was carried out by the Researcher, are not disclosed in the Research Paper in order to maintain the confidentiality.

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HARASSMENT OF WOMEN AT WORK PLACE: A STUDY

ABSTRACT

Although strictly and technically speaking on paper there exist a number of Statutes, Rules, Regulations and Byelaws for the protection of rights of working women, in practice, hardly any provisions of these are actually observed to be followed in different organizations, at present. Each and every employer represented through the member of Top Management contents that women working in his organization are highly respected. However, the observed situation related to working women in almost all except a few organizations just does not confirm this contention.

In this Research Paper a few ways through which the actual harassment of women was carried out at the work place have been narrated, at the start. For example, recruitment of majority of women, provision of poor working conditions, strict adherence to rules and regulations against women, to mention a few. Thereafter, some practical measures are suggested in order to reduce such harassment.

INTRODUCTION

Although strictly and technically speaking on paper there exist a number of Statutes, Rules, Regulations and Byelaws for the protection of rights of working women, in practice, hardly any provisions of these are actually observed to be followed in different organizations, at present. As a matter of fact, only those Statutes, Rules, Regulations and Byelaws are selectively and intelligently followed by the employers which act in their own interest especially against the interest of the working women.

Over and above, the employers are always observed quite eager or highly enthusiastic to find out new ways to harass working women, that too, in a legal manner, irrespective of the fact whether they are ethical or unethical, in their character. On this background, it is the need of the hour not only to study different ways adopted to harass women at work place but also to suggest certain measures to reduce their harassment work place.

RATIONALE OF THE RESEARCH PAPER

In almost all the Lectures, Guest Lectures, Seminars, Workshops or Conferences, whether at National or International Level, very loud comments are always passed on the topic of 'Harassment of Women at Work Place.' Each and every employer represented through the member of Top Management contents that women working in his organization are highly respected. However, the observed situation related to working women in almost all except a few organizations just does not confirm this contention.

On the contradictory background of official scenario, in the opinion of the Researcher it is, indeed imperative, thus right time, to conduct a Research on the burning topic of "Harassment of Women at Work Place."

OBJECTIVES OF THE RESEARCH PAPER

The Objectives of this Research Paper are as follows.

1. To Study different Ways adopted to harass Women at Work Place

2. To Suggest certain measures to reduce Harassment of Women at Work Place

SCOPE OF THE RESEARCH PAPER

The Practical Scope of this Research Paper firstly extends to the detail study of different ways adopted by different members of Top Managements, of different organizations, who represent their Employer. Thereafter, the Researcher has suggested certain measures in the practical form of his personal Views in order to reduce Harassment of Women at Work Place.

METHODOLOGY ADOPTED FOR RESEARCH PAPER WRITING
The Methodology adopted for writing this Paper is as follows.

A. The Research Paper is exclusively based on *Primary Data.*

Sources of Primary Data

The following are the prime sources of Primary Data collected for this Research Paper.

1. The Researcher himself has a very rich and composite work experience of around thirty years, at present. Out of these thirty years, the work experience of around ten years is from five Industries and around twenty four years of Academic Experience is from six reputed Management Institutions situated in Pune. (At the beginning of the career, while the Researcher was working in Industries, for about four years, he worked simultaneously as a 'Visiting Faculty' in several reputed Management Institutions located in Pune. As a result, the total number of experience, Industry and Academics, in years is concurrent.)

Thus, the Researcher himself has *Observed* plenty situations on which the working women were harassed by their respective superior authorities during his long tenure of work in Industry and Academics. An honest attempt has been made by the Researcher in this Research Paper to highlight some such significant occasions.

2. *Personal Interviews* of a few working women from different organizations were conducted by the Researcher himself, in order to collect Primary Data for the Research Paper with the help of *Unstructured Disguised Questionnaire* as well as *Unstructured Non-Disguised Questionnaire,* especially depending upon the Personal Profile or Demography of the respondent working woman, characterized by the factors like *Age, Nature and Kind of Experience, Level of Maturity and Wisdom, An ability to express Real and 'Inner Feelings,'* etc.

In respect of some senior and over-age (Above 40 years) working women where the overall Level of Maturity was experienced by the Researcher as relatively suitable for the expression of Real and 'Inner Feelings,' the nature of the *Unstructured Questionnaire* administered to them was naturally *'Non-Disguised.'* It is, thus, needless to state that in respect of all other contrary cases of Primary Data Collection, the nature of the *Unstructured Questionnaire* administered to them was naturally *'Disguised'.*

B. The Researcher does not intend to disclose the figure of the Sample Size used for this Research Paper basically because of the fact that it is, indeed, not only quite difficult but also unjust to arrive at such an exact figure. A number of working women who have contributed towards collection of Primary Data for this Research Paper, either directly or indirectly, over a very long period, is crucial to account for.

WAYS OF HARASSMENT OF WOMEN AT WORK PLACE

Some of the typical ways adopted by many superior authorities for Harassment of Women at Work Places are conveniently and broadly summarized in the following few lines.

In several reputed organizations the number of working women was observed almost nearing ninety percent. It was also learned by the Researcher from one of the official and reliable sources - Personnel Records that in last around five years or so no gents employee was recruited in such organizations on any post, either at the Middle Level Management or Lower Level Management. Furthermore, the husbands of almost all the women employees were well placed in reputed organizations. This meant that their financial position was relatively sound as their families did not depend exclusively upon their income. Thus, the nature of their income was, no doubt, secondary.

After realizing the reality, the Researcher was deeply confused. Was this a sheer Co-incidence? Or alternatively was it Deliberate Creation? Or was it a Management Policy?

When some of the dominant members of the Top Management who were primararily responsible for recruitment of the employees, whether gents or ladies, were inquired about this fact, quite curiously and out of interest of the Researcher, they gave a very decent and socially desirable reply. It can be summarized just in one sentence. "No suitable gents candidate was actually found fit and proper for any official position in all these last few years."

This reply was not, at all, convincing because there was every possibility of happening either for one or two or at the most for three positions in any organization that a fit and proper candidate was not found, however, the same was certainly not expected to happen in respect of almost all the positions, moreover, for consecutive five years. Thereafter, it was decided by the Researcher to investigate into this matter further in

order to gather information which would lead to know either different rational and logical grounds on the basis of which Top Management's Decision was arrived at or were there hidden reasons, if any, which were under consideration of the Top Managements, when such decision was arrived at. The Researcher's suspicion proved to be true and he was quite shocked when he integrated different reasons for the recruitment only of women in different organizations.

The Top Managements were interested in recruitment only of women on almost all the positions in their organizations, those too, for a number of years because they were obtaining several advantages, undoubtedly *Unfair Advantages*, through such a decision, as follows.

(a) As the women are more family oriented as compared to men, their Prime Focus or Attention is observed naturally more on their families rather than on their Career exactly contrary to men. As a result, they are not bothered more about their present official Position, possible Promotion, Pay Scale, Annual Notional Increments, other Privileges and ultimately resultant Take- Home Payment.

This peculiar and more general feature of women helps the employers to content them with either low (in the light of Payment Norms of the organization) or at times no Annual Notional Increment and no Privileges consequently leading to relatively less take-Home Payment.

Following of this kind of mal-practice on the part of the employers can surely be treated as a special kind of harassment in the practical form of Women Exploitation.

(b) Especially because of domestic problems like health hazards of senior members or children in the family, presence required for performance of religious ceremonies, to mention a few, the absence of working women in an organization is comparatively high. However, the employer is not affected, quite adversely, because of this kind of absenteeism because official work does not suffer, at all. The other lady colleagues do compensate on such occasions with a view to expect the same from her other colleagues at the time of her absence. Thus, the natural courtesy and reciprocity followed by women employees among themselves is merrily allowed by the employer as the following stands in his favor, always.

The absence of an employee from the duty undoubtedly provides an employer a ready opportunity for Salary Deduction, irrespective of the fact whether it is statutorily authorized or unauthorized, This working style is, no doubt, anti-professional in its practical nature ultimately causing harassment to the working women.

(c) It was also observed in some organizations that out of ninety percent of the women Employees fifty percent of them were newly married. (Within last one or one and half year) Further, as an interesting fact, fifty percent out of these ninety percent women were pregnant and they were about to proceed on Maternity Leave, within the span of one or two months, one by one.

When any employee goes on the long leave like Maternity Leave, ranging minimum from one year to one and half years or sometimes even more, naturally, an employer gets a ready opportunity to recruit a fresh employee in the vacant position resulting from such a temporary vacancy. A new employee, again of the same description, behaves very politely or modestly in the organization during the probation period because of insecurity of the job and more importantly from the employer's contemplation on relatively low salary.

(d) The employees out of which majority are women having diversified nature and coming from different families, cultures, backgrounds and most importantly having varying intensities for income can not come on a common platform in order to fight with the employer against an unfortunate incidence of injustice to the employee at the hands of the mighty employer because Employee Union simply can not be formed under the given circumstances.

An employer merrily adopts the principle of *'Divide and Rule'* and enjoys an undue advantage in the existing situation. As a result, strictly Autocratic or Dictatorial style of Leadership is found appropriate in the existing situation, thus it is followed by the employer in the organization.

It is needless to point out over here at this juncture, that *history has proved, time and again that Autocracy or Bureaucracy has been universally hated by the suppressed,* always. As a matter of fact, *the level and the context of the hatred is experienced different because when the rulers are different, although the rules remain the same, they are executed differently.*

(e) In one of the Organizations, there were crèches as well as baby-sitting arrangements. Whenever a new woman having a child was recruited, she was indirectly suggested to put the baby either in the crèches or use the services of baby-sitting. At the same time, the lady also finds it quite convenient and comfortable to put the child either in the crèches or use the services of baby-sitting as the child is very near to her – at place of her employment itself, just in the adjoining or neighboring campus.

In other words, when a woman having a child is recruited, a wise and practical employer simultaneously is creating a captive customer for his other business either of crèches or baby-sitting. No doubt, this can be interpreted as a tactful marketing strategy, however, in the opinion of the Researcher it is unethical and indecent in its practical nature.

Furthermore, it may necessarily not, at all, be out of place to state that it was also observed that those working women who did not put their child either in the crèchesor did not avail baby-sitting service, as suggested by the employer or who put their child in the crèches initially or used the services of baby-sitting initially but subsequently changed this arrangement, because of availability of an alternative arrangement, were harassed either for one or the other very minor reason and ultimately they were compelled to leave the organization.

PRACTICAL MEASURES TO REDUCE HARASSMENT OF WOMEN AT WORK PLACE –
The real task of a Researcher is certainly not over simply after putting forward different ways that is different situations or occasions of harassment of women at work place, but it is his prime duty and social responsibility to suggest some practical measures whereby such occasions can be overcome by them, quite comfortably. At the same time, it is true to state that there can really be made no generalization whatsoever as regards such situations, because although the practical consequence of any such situation finally amounts to harassment of a working woman, no two situations in two different organizations are similar in their nature.

The members belonging to Top Managements in different organizations should necessarily change their angle, attitude and approach to behave with or treat working women. They should neither take them for granted nor exploit them by taking undue or unfair advantage of their officially weak position.

Although there are a number of notable and considerable differences in the interests of the working women, as pointed out in the earlier narration, if at all, they would somehow keep their conflicting interests away and unite in the best personal interest of their own; it would definitely turn out to be a very big challenging or threatening strength for the employers. Thereafter, the employers would no more remain in a prominent position to dictate the terms and exploit the working women as per their whims and fancies. On the other hand, working women would actually be able to have their voice especially against the employer, if it is required.

Here, there is no intention on the part of the Researcher to suggest over here that just like the employers, the working women should also exploit the organizational situation to their advantage, when they are in the majority. It is an apart fact that they would not succeed in the same attempt, if at all they do so, particularly for very long time as the employers would suitably apply different cunning practices or tactful strategies to get rid of at least the leader working women either by hook or by crook. However, the working women should insist on following of all the Statutory Rules, Regulations and Bye-laws applicable to their organization. Even if, they get success in achieving this much, the Researcher seriously thinks that no working woman would ever be exploited or harassed in any organization. In other words, *in order to reduce the harassment of working women they must unite and empower themselves on their own. There does not seem to be any other Royal Way to combat with undesirable situation.*

RESEARCH PAPER LIMITATIONS
1. As the study for this paper is purely based on Primary Data, all the limitations of Primary Data have direct and deep impact on the various views formed and inferences arrived at by the Researcher in this paper related to the Harassment of Women at Work Place and also related to a few suggestions put forward to reduce the Harassment.

2. Various views formed and opinions expressed in this Research Paper related to the Harassment of Women at Work Place are Researcher's personal views and opinions. Thus, cent percent agreement with all such views and opinions is simply not, at all, possible and ideally it is neither intended nor expected by the Researcher also.

3. It was very difficult for the researcher to collect data from the working women on highly sensitive issue related to their harassment. Still the Researcher has tried his all the best all the while to collect it from them and put it forward as it stands without coloring or twisting. As a result, the possibility of dilution of the facts at the hands of working women, while responding to the Researcher's questions related to different incidences which are narrated in the Research Paper, can altogether not be denied.

4. Many more incidences, observed as well as experienced in different organizations, of harassment of women at work place can well be described in detail. However, for want of length of this Research Paper, only a few incidences which the Researcher felt significant are covered in the Research Paper.

SCOPE FOR FUTURE RESEARCH
During the course of the study of this Research Paper, the Researcher found out that there is an ample scope and adequate potential for Research in future for the following topic related to Harassment of Women at Work Place.

1. Unfair Enjoyment of Self-Position by Working Women at Work Place – An Empirical Study

FOOT NOTES
1. The details regarding Industrial Experience and Academic Experience of the Researcher are not given in the Research paper not because of the fact that they are irrelevant but because their disclosure (the names of different organizations where the Researcher has worked) may invite unnecessary defamation especially in the light of the contents of the Research Paper. .

2. The names of all the working women who have directly contributed towards collection of Primary Data are not disclosed in the Research Paper as per their desire.

3. An oral assurance is given to all the working women who have directly contributed towards collection of Primary Data for this Research Paper that information, obtained from them, which finally amounts to and thus, can be interpreted as Harassment, would really and strictly be kept highly confidential and would not be utilized for any other pure purpose, either Academic or Non-Academic.

Therefore, it is ideally advisable for the future unknown Researchers, if any, to refer to the contents of this Research Paper without disclosing the identity and the actual affiliation of the Researcher. Otherwise, it may firstly act against the interest of the Researcher personally and secondly it may invite, for the Researcher, some unnecessary problems, both official and social, which may make Researcher's position quite awkward or embarrassing. Also, it would definitely be against the Ethics of the Research. Furthermore, it may lead to some undesirable or unwarranted impacts, either directly or indirectly on official or social life of the Researcher. (It is humbly requested by the Researcher not to hold him responsible for such probable eventualities, if any.)

CAUSES AND KINDS OF WORK-LIFE BALANCE – A STUDY

ABSTRACT

Almost in all the Lectures, Guest Lectures, Workshops, Seminars and Conferences very loud comments are passed, quite often, on the topic of 'Work Life Balance.' Some Speakers, Authors, Academicians, Management Consultants, Practitioners, Wise and Mature Thinkers and Councilors are of the view that Professional Life and Personal Life are in fact, directly related with each other while some of them are of the view that these two lives are not related with each other. Different kinds of imbalance can certainly be categorized as Personal, Organizational, and Social, to mention a few. Further, Personal Imbalance can be classified into two different categories, viz., Psychological and Physical. A person may very well know, at times, as to how to bring in 'Balance' in different activities, however, he himself may be highly Imbalanced, at that time.

In this Research Paper, immediately after introduction of the concept of 'Work Life Balance,' the Researcher has honestly attempted to Study the peculiar nature, various Kinds, Causes and Signs of Imbalance and has put forward his personal views on all such points. The Researcher has also presented two Case Studies which primarily focus on this concept. .

Keywords: Psychological Imbalance, Physical Imbalance, Organizational Imbalance and Social Imbalance

INTRODUCTION

Almost in all the Lectures, Guest Lectures, Workshops, Seminars and Conferences, whether National or International, very loud comments are passed, quite often, on the topic of 'Work Life Balance.' On this basis, it can certainly and comfortably be inferred that different Speakers, Authors, Academicians, Management Consultants, Practitioners, other Wise and Mature Thinkers and Councilors, indeed, have no unanimity about this practical concept of intelligent maintenance of Balance between the Professional Life and Personal Life. Some of them are of the view that Professional Life and Personal Life are in fact, directly related with each other while some of them are of the view that these two lives are not related with each other.

Thus, the meaning of the first view is that happiness and satisfaction of an employee in his Personal Life suggests or indicates that he is also happy and satisfied in his Professional Life and vice versa. This view is based on several Personal Experiences, Observations, Experiments, Tests, and Surveys.

It may necessarily not, at all, be out of place to point out over here that again there is a need to conduct a scientific survey or systematically probing or searching inquiry to ascertain several means and ways to achieve Work Life Balance. If, at all, such a survey would really be conducted in near future, there may be various drastic and dramatically opposing or conflicting views, not supporting above views.

As every person has different observations and experiences, his views are also expected to vary. In practice, there are many cases, contrary to the above views, when it is noticed that Professional Life and Personal Life is Independent of each other. This means that happiness and satisfaction of an employee in his Professional Life just does not guarantee or suggest that he is happy and satisfied in his Personal Life and vice versa.

RESEARCH PAPER OBJECTIVES

The Research Paper Objectives are as follows.

1. To Develop Overall Awareness about the Concept of 'Work Life Balance'

2. To Study Kinds and Causes of 'Work Life Balance'

RESEARCH PAPER METHODOLOGY

The Methodology adopted for writing the research Paper is as follows.

1. The Researcher has developed two Case Studies on the basis of his Social Observations and Interactions in order to create foundation of the Research Paper.

2. Several inferences were arrived at and personal views were formed after applying logical interpretations of Case Studies, mentioned as above.

PRACTICAL ILLUSTRATIONS
Let us concentrate on some Cases, in the following lines in order to study the impact of Personal Life on Professional Life.

CASE NO - I
There is an executive who is working in a Multinational Company on a very senior position, drawing very handsome salary, having all luxurious facilities and enjoying several executive perks or privileges. However, he is not happy and satisfied in his Personal Life, because he is a divorcee. In the present cultural scenario, Break-ups have turned quite regular phenomenon, in society. On this social background, divorce need not be considered to be a serious lacuna or a self-shortcoming. However, the executive treats himself guilty for the resultant Divorce and he perceives that he has been badly insulted by his former spouse.

In the instant case, he may not be guilty, but, society may treat him as if he is guilty. Strictly equitably and technically that is legally; the guilt of a person can certainly not be established or concluded unless all the parties in a relation, in this case, two, are actually heard, (known as Bi-lateral Hearing) that too, fully, neither unilaterally nor partially. (In case of Unilateral Hearing, only one of the parties is heard to come to a conclusion, whereas in partial Hearing either only one or occasionally both the parties are heard only partly.) However, the society, at large, has no time to do all such kind of judicious business which is ideally expected out of judiciary.

Moreover, wherever in a relation there are two parties of opposite gender, in general, the weak gender, the woman, as in the present case, is given benefit of doubt, perhaps, because of the norms of the Indian traditional culture. If, at all, one arranges to trace real historical cause of this belief, perhaps, blind, one may find out that respecting women was one of the good traditions or rich heritage of Indian Culture. However, when such kind of tradition emerged and developed the overall Nature, Personality, Role, Family and Social Behavior, Economic Dependency, etc, of a woman was altogether far different especially as compared to all such factors, of Social Environment, as on today.

There is no attempt on the part of the author to argue or convince over here that the woman should not be respected or she should be ill-treated, but, a very vital point really needs to be raised and emphasized, at this juncture, that in the wave of 'Women Equality', whenever there is a break-up in a relation, a woman need not be given benefit of doubt, always, but, both, the man and the woman should be put on the equivalent footing, prior to arriving at a final decision. Unfortunately, this does not happen in society, as on today. However, at the same time, there is no need to be too pessimistic about existing social situation because the awareness on this front is growing, though, slowly still steadily, day by day. As a matter of fact, this is one of the Burning Social Issues, at present, which really needs to be addressed to, at a very early date, quite sensibly and sensitively. Furthermore, it may necessarily not, at all, be an exaggeration of a fact to state over here that this Burning Issue, in itself, is one of the topics for an eye-opening Research.

CASE NO - II
In another case, a highly creative Management Consultant lost his wife very early; still his high level of creativity did not come down. When he was asked as to how he could cope up with the undesirable situation and was able to maintain the same level of creativity which existed earlier, he replied very smartly, "I have no incentive, but that can certainly not be the reason, not be creative. On the contrary, relatively high level Emotional Stability is really necessary whenever there are adverse situations."

NATURE OF IMBALANCE
A person may very well know, at times, as to how to bring in 'Balance' in different activities, however, he himself may be highly Imbalanced, at that time. 'Balance in Activities is no doubt, an ideal sign while performing, but, sometimes existing Balance turns into Imbalance, unknowingly or automatically and inevitably though undesirably. Maintenance of Balance at such crucial, anxious or tense hours, in itself, is a human skill which needs to be improved. Really, one has to undertake herculean efforts to convert imbalance into balance. The practical means and ways of such a conversion are no doubt, different for different kinds of imbalance.

KINDS OF IMBALANCE

Broadly speaking, the kinds of imbalance can certainly be categorized as Personal, Organizational, and Social, to mention a few. Further, Personal Imbalance can be classified into two different categories, viz., Psychological and Physical.

CAUSES OF IMBALANCE

Physical Imbalance may result from an injury or illness. Psychological Imbalance may result from an undesirable or unwarranted incidence in human life. For example, Examination Failure, No Promotion, Demotion, Heavy Monetary Loss, Defamation on a very large Scale, Relation Break-up, etc.

Organizational Imbalance may result from not obtaining an official position he thinks he deserves the most. Personal and Organizational Imbalance may lead to Social Imbalance.

SIGNS OF IMBALANCE

Physically imbalanced person does not take proper and adequate care of his health. If he keeps on ignoring health for long time, sometimes it indeed leads to serious health hazards.

In Psychologically Imbalanced person, appropriate coordination between different activities, personal, official or social, is not experienced. For instance, when such a person writes a few lines on any topic, there may not be noticed logical flow of thought operations since the beginning till the end of the writing. The same can also be the experience for such a person while talking or performing any other preferably creative activity. For example, the wife of one of the Cabinet Ministers expired in a road accident. At that time, the concerned minister was in another city and he was on the way for a program which he had to inaugurate. He heard the sad news of the demise of her wife just five minutes prior to the start of the program. The organizers also got the news, but they were totally helpless, at that time, because it was very difficult for them to organize a substitute to inaugurate the function. The supporters of the minister advised him to cancel the inauguration and return to the city where the death had occurred. However, the minister was quiet considerate, he could well visualize the embracing position of the organizers. Thus, he decided to stay back and to proceed with the pre-scheduled inauguration. During the course of the program, when the minster started his inaugural speech, he found himself in great difficulty. No doubt, he was a good orator; yet, he was not able to deliver the speech, on that occasion, properly and fluently, as usual. The audience experienced tremendous inconsistency in his speech as it was not relevant for the occasion. Besides, he could not recover from the shock for a couple of months, thereafter. This apathetic was the situation of the minister who was recognized as emotionally highly stable who used to stand firmly just like a rock against the adversities especially in the political field. This instance reveals that indeed it is quiet difficult to overcome Psychological Imbalance and perform, forget in the best, even in the reasonable or regular way.

At the same time, psychologically imbalanced person may be observed quiet stable in respect of some other field where there may be reasonable balance. In other words, he may be well balanced for one of the activities whereas he may be totally imbalanced for the other activity especially of a different sphere. For example, in another case, the Cabinet Minister lost his young son in an accident; still, he could control and balance himself so well to the extent that his overall excellent performance as a minister was, not, at all, affected, adversely. In this situation, the minister concerned was capable to maintain Personal Life and Work life balance, properly.

Organizationally imbalance employee tends to behave indifferently, independently and occasionally indecently. He may behave very well with selected employees whom he considers respectable or commendable while he may behave diplomatically with some others whom he thinks do not deserve the organizational position which they have been asked to hold. In his opinion, such employees just do not possess merit or some other features or essential soft skills, knowledge, wisdom and maturity to hold such a position.

Personal and Organizational or both these kinds of imbalances lead to Social Imbalance. Socially imbalanced person dislikes following social beliefs and norms or other cultural values of the society to which he actually belongs to. Firstly, he creates and secondly remains well occupied within the personal framework or network, so created. At times, he avoids social intercourse or selective human interaction and

if resources permit, he may revolt against the whole society, at large, after flouting social norms and cultural heritage with the strong blind or baseless belief that whatever he does is perfectly alright.

IMBALANCE LEADS TO IMBALANCE

Frequent social Observations and Interactions further confirm that one kind of Imbalance preferably but not necessarily leads to another kind of Imbalance. For example, Physical Imbalance may lead to Psychological Imbalance and vice versa. Organizational Imbalance may lead to Social Imbalance and vice versa. etc.

Thus, Ones one kind of Imbalance steps within the human personality, it is ideally advisable to convert it into Balance at an early date, desirably much before it leads to another kind of Imbalance. Ones this cycle starts, it continues thereafter, unless some strong remedial actions are initiated to restrict the defects of Imbalance.

FINDING

Both the incidents cited in the Case Studies above indicate that there are human beings who are quite capable to keep their Personal Life and Professional Life, indeed, independent of each other. Likewise, there are, no doubt, many more such cases which can be illustrated just to prove the point. But, for want of length, only two leading cases of representative nature have been brought to the notice of the readers.

CONCLUSION

The characters described in the above illustrations are real and living human characters, and not fictitious or imaginary characters. Besides, they are neither having the personality features of an extra-ordinary nature nor their overall career achievements are very bright. Likewise, there may be many more such characters in society, all of which can certainly not be known to the world at large, in general and to different Authors, Academicians, Management Consultants and Practitioners and other Thinkers, in particular. Thus, there can be no generalization as some people may not be in a comfortable position to keep their Personal Life and Professional Life independent of each other.

SUGGESTION

It may not be out of place to suggest that a Survey may be conducted prior to coming to a categorical or concrete conclusion to ascertain the exact percentage of people who become either successful or unsuccessful in keeping their Personal Life and Professional Life independent of each other.

RESEARCH PAPER LIMITATIONS

1. As the Research study for this Paper is based on Human Views, that is, Views of the Researcher, all the limitations of Human Views have direct and deep impact on various views formed and inferences arrived at by the Researcher in this Research Paper.

   (At the same time, it may, necessarily, not, at all, be out of place to point out, over here that those views and inferences are based on fully considered, well balanced and sound judgment of the prevailing social situations as regards Work Life Balance.)

2. Various views expressed in this Research Paper are partially based on Social Observations of the Researcher and his Experiences during Social Interactions with many people on a number of occasions. As a result, full concurrence with all the personal views as well as personal opinions of the Researcher is certainly not possible, in practice.

3. Different kinds of Imbalance mentioned in this paper are suggestive and not at all, exhaustive in their nature.

SCOPE FOR FUTURE RESEARCH

During the course of the study of this Research Paper, the researcher found out that there is an ample scope and potential for research in future for the following topics

1. Means and Ways to Achieve Work Life Balance – An Empirical Study

2. Social Status of Men in India in the Midst of the Wave of Women Equality – A Study

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DEVELOPMENT OF SELF PHILOSOPHY

RESEARCH PAPER ABSTRACT

'Self philosophy' can be described as the application of self developed principles, polices, practices, procedures, strategies, in practice. This application is done by an individual throughout the life; organizational life is just one of the significant areas.

The objectives of the research paper are to develop acquaintance with the emergence and concept of Self-philosophy and to study its development sources. Research Methodology adopted consists of literature review and personal interviews with eminent personalities with structured non-disguised questionnaire.

Philosophy can be developed by everybody, even by the person having average Intelligent Quotient. Moreover, the factors like Intelligent Quotient or Emotional Quotient and Development of Self- Philosophy are independent. However, depending upon the profession and the position of an individual, the philosophy would differ drastically from case to case.

The development of self-philosophy starts from the adulthood, when an individual starts with social interactions. As the experiences obtained and observations made, thus, differ; individual philosophy is noticed unique and varying, in practical nature.

Voluntary Consultation with Eminent Personalities or Field Experts, learning from the

success stories and others' experiences, reading and review of literature and self assessment are some of the sources for development of self philosophy.

This process should be continuously and meticulously monitored. It acts as the key to test, maintain and improve developed philosophy. It also leads to development of personality as these two concepts are interdependent and interrelated..

Keywords – Self philosophy, Personality Development, Precious Principles.

SELF PHILOSOPHY

The title may apparently seem unheard or absurd, because many people feel that there is no need to develop self philosophy on the background of the fact that developed and prudently practiced philosophy having proven track record can be applied. Furthermore, wherever required it gets developed as per situational necessity, effortlessly.

This view is partially correct to certain extent; but it is unilateral or one-dimensional. Why there is a need to develop self philosophy? In the words of 'Ayn Rand', "As a human being, there is no choice whether you need Philosophy. There is a choice whether you define your philosophy or let your subconscious accumulate a junk heap of unwarranted conclusions." James K. Feibleman has opined that the uses of philosophy are both individual and social. In this paper there is a focus on an individual.

The word 'Philosophy' orients from the Greek word 'Philosophia' which literally means 'Love of Wisdom.' The introduction of the terms 'Philosopher' and 'Philosophy' is ascribed to the Greek thinker 'Pythagoras.' It is the art which teaches as to how to live. It is the study of general and fundamental problems, connected with reality, existence, knowledge, values, reason, mind and language. It is distinguished from other ways of addressing such problems by its critical systems approach and reliance on rational argument. ***'Self philosophy' can be described as the application of self developed precious principles, polices, practices, procedures, strategies, in practice.*** This application is done throughout the life; organizational life is just one of the significant areas.

I. OBJECTIVES OF THE RESEARCH PAPER
1. To develop acquaintance with the emergence and practical concept of Self-philosophy.
2. To study several sources of development of self philosophy

II. RESEARCH PAPER METHODOLOGY
1. Review of literature through books and web-sites

2. Interviews with the eminent personalities with structured non-disguised questionnaire.

III. NECESSITY OF SELF PHILOSOPHY

In order to understand the necessity of development of self philosophy, let us illustrate the concept by taking some practical examples of socially recognized successful people. The heads of the Reliance Group, Mukesh Ambani and Anil Ambani have developed their own business policies, practices and procedures which have fetched them high level success. Sachin Tendulkar has, no doubt, well developed batting strategies applied in practice, depending upon varying pitch conditions all over the world. This distinguishing factor alone makes him Master Blaster. Amitabh Bachan has developed unique acting principles based on his acting talent. These principles are molded in different situations in different films. This decisive factor differentiates him from all the other actors of his age. Besides, the prime objective of conducting an I. S. O. audit in various organizations is to introduce and maintain uniformity, consistency and standardization in respect of all the functional or operational systems and working procedures.

Here, there is no attempt to suggest that the philosophy can really be well developed only by a few eminent percentages of people in the society. On the contrary, it can be developed by everybody, even by the person having average Intelligent Quotient. Moreover, the factors like Intelligent Quotient or Emotional Quotient and Development of Self- Philosophy, as a concept, are independent of each other. However, depending upon the nature of the profession, vocation or the business and the position held by the individual, the developed philosophy would naturally, substantially or drastically differ from case to case.

IV. EMERGENCE OF SELF PHILOSOPHY

As it can be realized, philosophy can neither be expected to be developed since human birth nor during the childhood. This development process, as a matter of fact, starts since the adulthood, particularly when an individual starts active interactions with the people in the world, at large. This is also the time when there is a beginning of the process of development of ones own unique and distinguishing personality. The experiences obtained and observations made through several social interactions differ drastically and dramatically from person to person. Therefore, individual principles, polices, practices and procedures are noticed highly unique and varying, in practical nature.

Irrespective of the fact whether one accepts or rejects, it is a plain non deniable fact that every individual undoubtedly applies the philosophy, knowingly or unknowingly, either in the professional or personal life. However, he may necessarily not, at all, understand that what he is actually applying in practice is nothing but the philosophy- the precious philosophy. For example, howsoever successful an individual may be in his life, both, professional and personal, he may have to face failure on a day either in one form or the other. Such a person does not get frustrated quickly because he understands that failure just like success is also a part of human life. He honestly attempts his all the best to analyze in depth different practical causes of his own failure and thereafter he strictly tries to evade their recurrence in future. In the industrial walk of life, this phenomenon is popularly recognized as *'One point lesson.'*

In the instant case, what is applied by an individual in practice is nothing but the philosophy which may be self developed or followed from others, more or less similar experiences. In brief, what backs up or bears with an individual, especially in adverse situations in life, personal or professional, is practical philosophy, experienced quite intensively, especially, in the hours of difficulty.

V. SOURCES OF DEVELOPMENT OF PHILOSOPHY

(a) Voluntary Consultation with Eminent Personalities or Field Experts
Generally, it is a misconceived notion that consultation with the eminent Personalities or field experts is really necessary only when there crops up a serious problem or a complicated issue. However, it can certainly and surely be sought as a regular review with the prime objective to scrutinize ones past activities.

The sincere and focused feedback of the consultant or the expert can surely guide an individual as to how to act or react in future in specific similar situations in the best possible manner. The increase in the frequency of the voluntary consultancy occasions not only boosts the level of confidence of an individual but also eventually turns out an ordinary performer into an excellent task master.

While adopting this measure for development of philosophy a precaution is required to be taken. Prior to consultation, a fact needs to be ensured that a person with whom consultation is sought is either a recognized eminent or an expert person. Otherwise, there may be a consultation with an improper or a wrong person or an ignorant. This creates undesirable or unwarranted problems, in practice.

For instance, in one of the cricket test matches, Faruque Engineer, former Indian wicket keeper observed that K. Shrikant, one of the former fine opening batsmen and the present Chairman of the Selection Committee was batting quite differently than his regular natural attacking style. Out of interest and curiosity, Faruque Engineer enquired about the said change with K. Shrikant. He told Faruque Engineer that the said change was introduced in the batting style after consultation with one of the eminent Indian cricket players. Faruque Engineer convinced K. Shrikant that the player with whom the consultation was sought was, no doubt, one of the good players, but, he was not so expert to recommend or advice K. Shrikant to alter his unique batting style as he had played with the same player for a number of years in past.

(b) Learning from the Success Stories and Experiences of others
In general, it is said that self experience is the best experience and the situation is the best teacher. However, an individual can also learn from the success stories and experiences of others. There is, indeed, no limit for this kind of learning. However, there is, no doubt, a limit for self-experience and also for facing specific situations in ones own life, either personal or professional. While learning from the success stories and experiences of others, the concentrated attention should strictly be additionally attracted on the behavioral aspects of people, especially in critical or adverse situations, if any, just to check as to how they have acted or reacted in differing situations.

(c) Reading and Review of Literature
In several publications like newspapers, weeklies, fortnightlies, magazines, research journals, books, etc., various thought provoking articles or research papers relating to the aspects of personality development, organization behavior, etc. ,written by renowned authors on different issues (like social, political, national, international) are published from time to time. Practical philosophy can also be developed from such guiding and inspiring articles and research papers. All the lessons, thus learned, may not be meant for direct practical utility or immediate applicability. However, those can certainly be utilized or applied in practice, if, at all, required in future, either near or distant. At the same time, various relevant websites covering multi-dimensional subjects and multifarious facades may be visited to gain valuable insights for enrichment of practical knowledge, consequent development of philosophy.

(d) Self Assessment
An individual, on his own, can think, quite critically and analytically, in loneliness over his past performance with the pure objective of self assessment. After successful completion of the said assessment, he can very easily develop the best (successful) practical principles, policies, practices and procedures, thus, self philosophy, after incorporating necessary changes for future improvement, if any, on the basis of experience. This philosophy, in itself, helps an individual, a lot, to achieve his future goals in life, both professional and personal.

VI. RESEARCH LIMITATIONS

1. As the research is based on secondary data, all the limitations of secondary data have direct impact on the researcher's views, opinions and suggestions.

2. Although the research study is purely of practical orientation, some sort of adaptation to prevailing conditions is ideally necessary prior to its practical application.

CONCLUSION
The list of the sources for development of self-philosophy is not, at all, exhaustive but it is suggestive, in practical nature. Therefore, several other valuable sources can certainly and surely be added to the abovementioned list. Furthermore, the process of development of self philosophy should be continuously and meticulously monitored. As a matter of fact, this also acts as the key not only to test but also to maintain and improve developed philosophy. The repeated exercise of this phenomenon consequently also develops the individual personality. In other words, development of self philosophy also leads to development of self personality as these two vital factors are interdependent and interrelated with each other.

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CONTEMPORARY TRENDS OF PERSONNEL MANAGEMENT IN INDIAN ORGANIZATIONS – A CRITICAL STUDY

ABSTRACT

In the literature, readily available as on today, on the topic of 'Contemporary Trends of Personnel Management in India,' in majority Research Studies, no doubt, different trends, as they stand are covered in detail, without twisting or coloring. However, in this Research Paper the Researcher has looked at the same trends quite critically or meticulously from an altogether different perspective.

After visiting different Organizations and especially after interacting with a number of Personnel working especially at the Top and the Middle Level Management, the Researcher has put forward several observations regarding different personnel policies being followed over there. After going through each observation, an interesting or inquisitive, but inevitable question is asked which is replied in the latter half of the Research Paper. Such Questions are: What is the Employers' Psychology behind no employee salary Payment as per the prescribed Scale or payment as per arbitrary terms and conditions? Why the employee salary is not paid on time? Why the employees do not resist against Unfair, Inequitable and Unjust Employment Practices? In order to develop appropriate analysis of different points of observation, these answers are presented quite lucidly in a separate section.

In this Research Paper, firstly there is an attempt on the part of the Researcher to critically study Contemporary Trends of Personnel Management, in corporate organizations in India and thereafter a few recommendations are put forward to overcome different unfair, inequitable and unjust employment practices.

Keywords: Employers' Psychology, Arbitrary payment Terms and Conditions, Unfair, Inequitable and Unjust Employment Practices

INTRODUCTION

In the literature, readily available as on today, on the topic of 'Contemporary Trends of Personnel Management in India,' in majority Research Studies, no doubt, different trends, as they stand are covered in detail, without twisting or coloring. Further, they have really attempted to scrutinize them at depth. However, in this Research Paper the Researcher has looked at the same trends quite critically or meticulously from an altogether different perspective with the objective to recommend some strong measures to alter them wherever necessary, especially whenever they actually oppress the Organizational Personnel through following number of unfair, inequitable and unjust practices.

RESEARCH PAPER OBJECTIVE

The Research Paper Objective is as follows.

3. To critically Study Contemporary Trends of Personnel Management in Corporate Organizations in India

RESEARCH PAPER METHODOLOGY

The Methodology adopted for writing the Research Paper is as follows.

1. The Research Paper is exclusively based on Primary Data which is collected by the Researcher through adoption of Observation Methodology. These Organizational Observations are the outcome of different Interactions, the researcher had, with a number of Personnel working especially at the Top and the Middle Level Management.

2. Several inferences were arrived at and personal views were formed by the Researcher after applying logical interpretations in different interactions.

PRACTICAL OBSERVATIONS

After visiting different Organizations and especially after interacting with a number of Personnel working especially at the Top and the Middle Level Management, the Researcher likes to put forward the following observations.

After going through each observation, an interesting or inquisitive, but inevitable question is naturally and normally going to crop up. All such questions are answered in the later half of the Research Paper. In order to develop appropriate analysis of different points of observation, these answers are presented quite lucidly in a separate section.

OBSERVATION NO I

In all Organizations, as a guideline, undoubtedly, there are prescribed different Pay Scales for different Organizational Positions. However, it is reported that the employee *salaries are actually not paid as per the prescribed Pay Scale.* As a matter of fact, it is done in two ways. In some Organizations, whatever *salary amount is orally negotiated* between the employer and the employee during final interview, preferably on the basis of Pay Scale, is directly paid to the employee through mutually agreed mode. Naturally, this amount happens to be much less than what would come, had the salary been paid as per the Prescribed Scale for a specific position. In some Organizations, the concerned *employee is asked to return to the employer certain sum of money after actual payment of salary as per the prescribed Scale for that position.* Thereafter, the employee is asked to sign on the Salary figure that comes after its payment as per the prescribed scale. In case, where a wise employee left the organization without returning to the employer the agreed sum of money, this amount was recovered from other dues of the employee. On the other hand, just to evade such kinds of eventual complexities, in some Organizations, the *concerned employee is asked to pay to the employer certain sum of money well in advance before actual payment of salary as per the prescribed Scale for that position.* Thereafter, the employee is asked to sign on the Salary figure that comes after its payment as per the prescribed scale.

Question No. I

What is the *Employers' Psychology* behind no employee salary Payment as per the *prescribed Scale* or payment as per *arbitrary terms and conditions*?

OBSERVATION NO II

In some Organizations, employee salaries are not *paid on time.* A reasonable delay of a day or two is quite understandable. But, it is observed and also confirmed that in some organizations *employee salaries are not paid for three months to seven months or at times, even for more number of months.* In some Organizations, they are *partially paid* that is they are *paid in installments* and moreover, the *employees are compelled to buy the needy articles like grocery items and some others from a shop where the employer has a financial tie-up*, through which he earns marginally. Furthermore, it is also learned from the class of employees that a few employers, while paying the salary, create an environment as though they are *obliging their employees* by doing so. On the contrary, it is, indeed, needless to point out over here that after completion of work for a month in an Organization, it is the legitimate or genuine right of the employees to claim the salary subject to legally authorized deductions like Provident Fund, Professional Tax, etc.

Question No. II

Why the employee salary is not paid on *time*?

OBSERVATION NO III

In organizations, barring a few exceptions, employee salary is not paid *commensurate with their Educational Qualifications, Work Experience and Soft Skills*. Simultaneously, it is not paid as per the *Capability but as per the Utility of an employee*. It may necessarily not, at all, be out of place to acknowledge that there may be relatively very *less occasions wherein Employee Capability may be tested* whereas there may be *many incidences wherein Employee Utility may be repeatedly experienced.* Also, the salary is paid on the basis of the *Quantum of the Work* and not on the basis of the *Quality of the Work.*

Furthermore, there are practiced, quite regularly, many Unfair, Inequitable and Unjust Employment Practices, in Corporate Organizations. Some such common practices are mentioned in the following lines.

In some organizations, employee selection takes place, many a time, out of Statutory Compulsion and not out of Official Requirement. Naturally, existing employees are overburdened. If they complain against overburden, they are given a trivial rise in the salary. In many organizations, annual notional increments are not given to the employees not because they do not perform properly but because they find it difficult to

switch over to the other job for a number of reasons, professional as well as personal. There is a tendency on the part of the organizations not to confirm the services of the employees and keep them unsecured as long as possible. There are some corporate organizations in which the nature of the appointment of many employees is temporary even after elapse of five or more years. The employees, who are likely to be deemed confirmed on completion of the statutorily fixed period required to be confirmed, are given a break in service, for no logical or rational reason whatsoever.

It may necessarily not, at all, be out of place to point out over here that there are many judgments of the Hon. Supreme Court of India on the question of law whether a specific employee is permanent or otherwise after repeated breaks over a long period say of five years, yet, these are simply overlooked by the employers. Here, a plain fact needs to be acknowledged that an ordinary employee working for a monthly salary and eating hand to mouth just cannot think in terms of initiation of a court case. If he does so, in the first place he loses his job and secondly because of his defamation he finds it difficult to get a new job too quickly.

Moreover, in some organizations, *Personnel Policies are perceived by employees as Personal in their nature and practical consequence.* In some organizations, the Key Positions, in general and Senior Positions in particular are deliberately not filled in because the personnel holding such Positions naturally demand better salary, preferably as per the prescribed Statutory Scale for that Position. Even if qualified and suitable candidate is available, the 'Wise Managements' put such 'Fantastic' conditions prior to his appointment that such a candidate decides not to join the organization. Thereafter, the managements take a letter from the candidate stating about his unwillingness to join the organization for Decent and 'Socially Desirable Reasons' other than those which are artificially created by the managements. Simultaneously, they do not forget to report to the Statutory Authorities that in a duly constituted Selection Committee, a fit and proper candidate was not found.

Question No. III
Why the employees do not resist against *Unfair, Inequitable and Unjust Employment Practices*?

Answer No. I
If, at all, employee salaries are paid as per the prescribed Scale, the employers really need to pay more than what they actually pay to their employees towards salaries. Whenever employee salaries are paid as less as possible, automatically, the overall level of organizational profit increases. In this process, economy is achieved, no doubt, but, at the cost of legal or genuine right of the employees. At the outset, is this the right way to achieve the economy in organizational operations? At the same time, how far these organizational practices are legal as well as ethical? As a matter of fact, all these are interesting personnel issues which need to be addressed to, at an early date.

Answer No. II
The employee salaries are not paid on time, not because the employers have no adequate cash inflow, but because they do not want to pay on time, may be as an unwritten organizational policy. From the contemplation of the employers, employee salary payment has not only the last priority but also an unpleasant activity.

The causes for development of this kind of mentality on the part of the employers are indeed deeply rooted in the peculiar features of an Indian Economy. As the percentage of unemployment in India is very high and it is further increasing at an alarming rate, right now, the employers are unfortunately in a comfortable or commendable position to dictate their terms and exploit the employees and extract the best from them at least cost. Even if, a few employees leave an organization for reasons, known and unknown, an organization can easily obtain competent and efficient substitutes, sometimes, even on lesser salary. As a result, organization work is not, hampered, at all. The same is also the reason as to why senior and experienced employees are not attempted to be retained by the organizations and are suggested or forced to take Voluntary Retirements. It is not an exaggeration of a fact to state that some organizations carry out celebrations when a very senior employee leaves. On such occasion, they think that they have got rid of an organizational liability, thus ultimately, they have added to the level of their profits. However, they do not think on the lines that they have lost a good employee who had contributed, a lot in organizational building and subsequent development, also, could have continued to do so merrily, had he given slight encouragement. In simple

words, all in all, the employers are totally careless or gross negligent about almost all the fundamental and legitimate demands and rights of their employees.

Answer No. III

Especially in Factories or in other organizations wherever the employees have *common interest* in almost all the matters associated with or related to the Personnel matters or Personnel Welfare, they normally unite in a legal manner, may be in the practical form of *Trade Unions.* On the other hand, in the organizations, where the employee interest is not observed common, employee unity is simply not possible. The reasons for no employee unity in an organization are equally interesting to note. The earning intensity of different organizational members is not noticed to be the same. For some employees, as a matter of fact, *Survival* is the main reason to earn, at the same time, for few other employees it is the source of *additional (Bonus) income,* also, exceptionally Satisfaction of *'Esteem Needs'* or *'Self-Actualization Needs,'* are also the causes to serve.

No wonder, Unity of employees in any organization does act as Strength particularly, against the employer. Thus, *for want of unity, although employees want to resist injustice or want to raise their voice against Unfair, Inequitable and Unjust Employment Practices, they find themselves in helpless position.* In contrast, wherever there exists no employee unity or there exists employee diversity in an organization, it really becomes very easy for the employers to *'Divide and Rule.'* Moreover, even in the organizations of similar nature, or having identical business, although the rules framed for governance are more or less same, *when the 'Rulers' are different, it is seen that implementation of rules is also experienced different ranging on a Continuum of 'Level of Comfort,' from 'Very High' to Very Low.'*

RESEARCHER'S RECOMMENDATIONS

On the basis of the preceding Observations it can comfortably be inferred that the prevailing situation is certainly not going to pay huge dividends to any organization as a whole and especially in the long run. In other words, drastic and dramatic changes in the existing Personnel Scenario are of utmost essence and significance, that too, at an early date. On this background, the Researcher would like to recommend, as under.

1. Different organizations are governed by different Statutory or Regulatory Bodies. On paper, they really have good powers, however, how many of them are actually executed in practice is a question of doubt and dispute, therefore of debate. In India, as it is well known, Corruption is quite rampant in almost all the fields, no wonder; the Statutory Officers having discretionary powers are corrupt. *Discretionary Powers should ideally be utilized sparingly as well as judiciously in the best interest of the weak.* Unfortunately, because of corruption, almost all the Statutory Officers have turned out to be *'Toothless Tigers,'* and the *'Puppets'* in the hands of dominant organizational owners. If the corrupt practices in India followed by several Regulatory authorities would be controlled or curbed out completely and if such authorities would utilize their Discretionary Powers properly, different unfair, inequitable and unjust practices which are being adopted in various organizations against the interest of the employees would definitely stop forever.

2. The present Personnel Policies in different organizations are designed on the basis of their past trends. The Regulatory Authorities must necessarily keep a very close watch on future Personnel Policies which would be designed by different organizations. The Authorities should enforce heavy penalty for violation of a policy. Otherwise, such policies would never ever be taken seriously by the employers. For example, the employers should be compelled to pay the interest on the amount of salary in case of its late payment to the employees.

RESEARCH PAPER LIMITATIONS

1. As the Research study for this Paper is based on Human Views, that is, Views of the Researcher, all the limitations of Human Views have direct and deep impact on various views formed and inferences arrived at by the Researcher in this Research Paper. (At the same time, it may, necessarily, not, at all, be out of place to point out, over here that those views and inferences are based on fully considered, well balanced and sound judgment of past real situations in different Corporate and Academic Organizations.)

2. Various views expressed in this Research Paper are partially based on Organizational Observations of the Researcher himself and his Experiences during Organizational Interactions with a number of Personnel working especially at Top and Middle Level Management. As a result, full Concurrence with all the personal views as well as personal opinions of the Researcher is certainly not possible, in practice.

3. Unfair, inequitable and unjust Employment Practices covered in the Research Paper are not exhaustive, but, suggestive, in their nature. Some selected such practices are covered for want of length of the Research Paper.

SCOPE FOR FUTURE RESEARCH

During the course of the study of this Research Paper, the researcher found out that there is an ample scope and adequate potential for research in future for the following topic related to the nature of Organizational relationship between the Superior and the Subordinate.

1. An Impact of Unfair, Inequitable and Unjust Employment Practices on Employee Turnover in Indian Corporate Organizations – an Empirical Study

FOOT NOTE

The details, like Names, Addresses, Nature, etc. of the Organizations where the Observations were carried out by the Researcher, are not disclosed in the Research Paper in order to maintain the confidentiality.

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AN EMPIRICAL STUDY OF DISPUTES IN INDIAN ORGANIZATIONS

ABSTRACT

Organizational Disputes is, no doubt, an inevitable; yet; an integral part of each and every Organization, irrespective of its Scale whether big, medium or small. But, the significance and Impact of a dispute for an organization, no doubt, depend upon the nature of the operations and the scale of the organization, to a great extent. These Disputes may be related either to major, may be scarce Organizational Resources; at times, like Finance, Raw Materials, Key Personnel, etc. or to the minor factors like Demarcation of work between two distinct Departments or Sections, Allotment of Designation,

According to the Code of Industrial Relations introduced in United Kingdom in 1972, disputes are of two kinds, namely, Disputes of Right and Disputes of Interest. In this Research paper, the Researcher has illustrated the second category of Disputes, namely, Disputes of Interest which relate to the claims or contentions by the employees or proposals by the Management about the terms and conditions of employment. It is quite natural and normal; various causes of Organizational Disputes differ from an Organization to Organization, strictly depending upon the Nature and the Operational Scale of the Organization. Therefore, Generalization about various causes of Organizational Disputes is simply not possible, in practice. In this Research Paper, the Researcher has attempted to study the nature of Organizational Disputes and has commented on the current attitude of the managements and the workers to deal with the disputes and other differences of opinion.

Keywords: Disputes of Interest, Scarcity of Resources, Voluntary Arbitration, Collective Bargaining

INTRODUCTION

Organizational Disputes is, no doubt, an inevitable; yet; an integral part of each and every Organization, irrespective of its Scale whether big, medium or small. If, at all, any Organization would ever claim that there are no organizational conflicts, it can comfortably be concluded that such an Organization is, as a matter of fact, not functioning, quite actively. Of course, Significance and Impact of a Dispute for an Organization, no doubt, depend upon the Nature of the Operations and the Scale of the Organization, to a great extent.

These Disputes may be related either to major, may be scarce Organizational Resources; at times, like Finance, Raw Materials, Key Personnel, etc. or to the minor factors like Demarcation of work between two distinct Departments or Sections, Allotment of Designation, to mention a few.

RESEARCH PAPER OBJECTIVES

The Objectives of the Research Paper are as follows:

1. To Study the Nature of Disputes in Indian Organizations

2. To Ascertain current attitude of the managements and the workers to deal with the Disputes and other Differences of Opinion within Indian Organizations.

RESEARCH PAPER SCOPE

The Scope of the Organizational Disputes, referred to, in the Research Paper extends not only to all the Disputes those take place within the Indian Organizations but also to those Disputes which take place in different Departments within the Organization or even within the Departments between different Sections of a specific Department.

The Scope of the Research Paper also extends to ascertain the current attitude of the managements and the workers to deal with the disputes and other differences of opinion.

RESEARCH PAPER METHODOLOGY

The Methodology adopted for writing the Research Paper is as follows.

1. The Research Paper is based both on Secondary Data and Primary Data.

SOURCES OF DATA

Secondary Data – They include a book and different websites, the details of which are mentioned in the Section, of 'Categorized Bibliography,' located at the end of the Research Paper.

Primary Data - They include Researcher's Observations, Experiences and the Judgments of Factual Situations in various Organizations in last thirty years.

2. Several inferences, were arrived at and personal views were formed after applying logical interpretations.

REVIEW OF LITERATURE

As a matter of fact, in this Research Paper, the Researcher has emphasized the disputes which take place, in general, between the two or more organizational members, may be working at the same or different hierarchal levels. Strictly technically; that is legally speaking, such kind of disputes can certainly be interpreted as Industrial Disputes, if they take place within an 'Industry,' as contemplated within the meaning of **Industrial Disputes Act, 1947** by virtue of the definition of the term 'Industrial Dispute.' This Act defines an 'Industrial Dispute' in **Section 2 -k as any dispute or difference between employers and employers or between employees and employees or employers and employees, which is connected with the employment or non-employment of the terms of the employment or with the conditions of work of any person.**

Furthermore, as it is mentioned in the book titled, **'Dynamics of Industrial Relations in India'**, authored by **C. B. Mamoria** , "The workers have realized, of late, that most of their demands can be satisfied if they resort to **concerted and collective action**; while the employers are aware of the fact that they can resist these demands. This denial or refusal to meet their genuine demands has often led to dissatisfaction on the part of the workers, to their distress and even to violent activities on their part, which has hindered production and harmed with both the workers and the employers."

In another book titled, **'Social Aspects of Industry'**, authored by **Patterson, he** has stated, "Industrial strife constitutes militant and organized protests against existing industrial conditions. They are the symptoms of Industrial Unrest in the same way that boils are a symptom of a disordered body." According to the **Code of Industrial Relations introduced in United Kingdom in the year 1972,** forty six years earlier, disputes are of two kinds, namely, **Disputes of Right** and **Disputes of Interest**. In this Research paper, the Researcher has illustrated the second category of Disputes, namely, Disputes of Interest which relate to the claims or contentions by the employees or proposals by the Management about the terms and conditions of employment. It may necessarily not, at all, be out of place to point out over here that according to several provisions of **Industrial Disputes Act, 1947** as well as on the basis of various **Precedents** (Judicial Decisions) of different Hon. Courts and Industrial Tribunals, it can be inferred that Industrial Disputes can be raised on many **Material Issues.** Besides Non-industrial factors Management attitude towards the workers is equally significant while investing varying causes of Industrial Disputes.

Tripartite Machinery, namely **The Indian Labor Conference, The Standing Labor Committee, the Industrial Committees, The Central Implementation and Evaluation Committees, the Committee of Conventions**, composed of the representatives of the employers, employees and the government is already well established for consultations and discussions on different questions affecting workers. Moreover, there exit the **Code of Discipline** and **Voluntary Arbitration** for the settlement of the Industrial Disputes. For the same purpose, some industries also allow **Workers' Participation in Managerial Decision Making.** At the same time, there is **Statutory Machinery,** provided under Industrial Disputes Act, 1947, which consists of **Works Committee, Conciliation Officers and Boards of Conciliation, Labor Courts, Industrial Tribunals and National Tribunals.**

MAJOR CAUSES OF ORGANIZATIONAL DISPUTES

As it is pointed out earlier, it is quite natural and normal; various causes of Organizational Disputes differ from an Organization to Organization, strictly depending upon the Nature and the Operational Scale of the Organization. Therefore, Generalization about various causes of Organizational Disputes is simply not possible, in practice. However, after experiencing and observing a number of Disputes those have resulted in many Organizations in last several years, one of the common causes for such conflicts is the **Scarcity of Resources.**

Organizational Resources can be classified into two different categories namely, Financial and Personnel, for convenience and simplicity.

Let us discuss each of these categories of Resources in detail one by one in the following lines.

(a) Financial Resources

Every Departmental Head, more often than not, demands more funds than those which are actually needed for running a particular project, smoothly (that is devoid of friction) and successfully. Although he claims that he has attempted his all the best for preparing a budget realistically, he tends to highlight certain indirect expenses relatively more. This kind of *Defensive Mentality* or *Psychological Tendency* emerges basically because of the fear or insecurity as regards shortage of funds, especially, in cases of contingencies. Really, he feels pride in refunding the Advance obtained for the Project and completing it in fewer amounts than what had already been sanctioned by the Management. This is also one of the reasons as to why the top Managements of some Industries are observed highly meticulous and critical while sanctioning the budget even for a minor project involving relatively less amount.

Moreover, when the funds readily available at the disposal of the Managements are scarce, the Management intends to allocate only that much amount of the funds to a specific Department which is indeed of utmost essence or actual use for the specific project. In the process, a Departmental Head who obtains fewer funds from the Management as compared to his expectations, as pointed out in the Budget for the Project, he thinks that the management is favoring other Departments at the cost of genuine requirements of his own Department. The decision arrived at by the Management of sanctioning fewer funds to a specific Department might have been arrived at on rational, sound as well as realistic basis, still, a Departmental Head who is dissatisfied at the Management's such a Decision may not, at all, think on these lines and may think exactly contrary to what the Management had thought of. Sometimes, while communicating informally and unofficially inadvertently (without any specific intent) he expresses his dissatisfaction or discontentment against the Decision of the Management of sanctioning fewer funds, that too, overtly, may be, as a part and parcel of loose talk. This turns out to be the sufficient cause to create a dispute within different Departments of the Organization. It is needless to state that this kind of Inter- Departmental Dispute ultimately leads to several undesirable and unwarranted disadvantages for the Organization itself, especially in the long run.

(b) Personnel Resources

Every Departmental Head wants to have Effective (Doing right things) and Efficient (Doing things rightly) subordinates in his Department, especially for the Key Positions and Key Functions. Howsoever practical and sound Recruitment and Selection Strategies of an Industry may be; hiring excellent or ideal personnel for each and every position is simply not possible for multiple reasons. For example, Inadequacy of Funds, Non-availability of desirable and suitable Man Power, Industry Location, Salary and Wage Structure and Administration, Unwillingness on the part of the workers to join a particular Industry for no favorable Personnel Policies like working conditions, facilities, amenities, scope for advancement or promotion, to mention a few.

Sometimes, it happens quite accidently that one of the Departments gets all skilled (as desired by the Departmental Head) workers whereas at the same time some other Department does not get all skilled workers (in fact, the proportionate percentage of skilled, semiskilled and unskilled workers may vary depending upon situational factors prevailing at that time). On such occasions, a Departmental Head who has not got all skilled workers, as aforesaid, thinks that the Top Management is not caring for his Department as much it is caring for the other Department which has obtained all skilled workers.

There is, no doubt, some substance for development of this type of thinking on the part of the concerned Departmental Head. It is true that from the contemplation of Top Managements, all the Departments do not enjoy the same importance, thus, priority. They attach relatively more importance and hence pay more attention to a Department which fetches direct benefits rather than indirect benefits to the Organization. No doubt, this seems sound as well as logical.

Even if there are one or more semiskilled or unskilled workers in a Department which does not lead to direct or immediate benefits to the Industry, in fact, it does not make much more difference in the subsequent

Departmental Performance or End Departmental Result because some other skilled workers of the same Department compensate for low efficiency of their weak associates leading to poor level work. However, this acts as one of the causes of creation of Organizational Inter Departmental Dispute.

RESEARCHER'S OBSERVATIONS REGARDING TREATMENT OF DISPUTES IN ORGANIZATIONS
It may not be out of place to point out over here that the consequences of the Disputes on the Organization, as a whole and in the long run, related to major issues, in general, are more serious and vice versa. Also, at the same time, it is not an exaggeration of a fact to state that in some Organizations, sometimes, disputes related even to major issues are either ignored or treated as if those disputes are related to minor issues. On the contrary, in respect of some organizations, it is observed that big issues are created, unnecessarily, out of the disputes related to minor matters in order to hold some unwanted employees to ransom.

The machinery provided by the government for the resolution of Industrial Disputes is more often than not, insufficient, in its nature. It is a fact that government's Conciliation Machinery has settled the Industrial Disputes, no doubt, but, taking into consideration the number of disputes pending before Conciliation Officers and the Boards of Conciliation, the proportionate number of such disputes is almost negligible. Also, both the important elements to the dispute, namely the employer and the worker, really have very little faith or confidence on this Machinery. At the same time, the number of Conciliation Officers is relatively very low, at present, in comparison with their actual work load which is increasing at an alarming rate, in India. The most surprising fact is that many such Officers are not able to discharge their duties and shoulder their responsibilities properly because of poor training received for the same.

MANAGEMENT AND WORKER ATTITUDE TOWARDS DISPUTES AND DIFFERENCE
On account of a number of latest developments, particularly in the Industrial field in India, the relationship between the employers and the workers has changed. Wherever the managements of different Industries have taken initiatives and have encouraged the workers to share the responsibility, the workers have indeed responded favorably to the call of the employers and have qualitatively contributed towards increased industrial productivity. *Especially after taking into consideration the cumbersome procedural formalities associated with initiating the dispute and slow process of machinery movement consequently delaying the result, the area of Industrial Relations has revolutionary transformed, of late, from Adjudication to Persuasion, Moral Pressure, Voluntary Arbitration, Compromise, etc.*

Both the managements of the Industries as well as the workers have rationally realized that their mutual interests are inextricably interwoven or interrelated and interdependent and not independent. They are of the view that they themselves should help each other, as *Self-help is the best help,* instead of depending on external help – whether the State or Trade Union or (Ruling or Dominant) Political Party. When such kind of conducive environment consisting of *Free and Frank flow of communication throughout the industry right from top to bottom, Mutual Trust and Confidence, Development of Collective Bargaining, Ready Willingness to abide by the agreements entered into, Recognition of growing strength of Trade Unions reflected in the ability to maintain better working conditions; Welfare Amenities; fair wages for the workers; better management and worker relations and a determination that all the disputes or differences in the opinions would be merrily settled through the means of Voluntary Arbitration*, prevails within the industry, naturally, harmonious industrial Relations develop.

RESEARCH PAPER LIMITATIONS
This Research Paper, just like other Research Papers has the following limitations.

1. As the Research study for this Paper is based on Human Views, that is, Views of the Researcher, all the limitations of Human Views have direct and deep impact on various Views formed and Inferences arrived at by the Researcher in this Research Paper.

   (At the same time, it may, necessarily, not, at all, be out of place to point out, over here that those views and inferences are based on fully considered, well balanced and sound judgment of past Factual Situations, Observations and Experiences in different Organizations last thirty years.)

2. Various views expressed in this Research Paper are partially based on Organizational Observations and Experiences of the Researcher. As a result, full concurrence with all the personal views as well as personal opinions of the Researcher is neither possible nor expected in practice.

3. Besides the Causes mentioned in the Research Paper, there are many more Causes of Inter-Organizational Conflicts. However, for want of the length of the Research Paper, only the Major Causes have been included therein.

SCOPE FOR FUTURE RESEARCH

During the course of the study of this Research Paper, the researcher found out that there is an ample scope and adequate potential for research in future for the following topic related to Organizational Disputes.

1. An Analytical Study of Causes for Slow Administration of Justice in Conciliation Machinery of India

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ROLE OF REFERENCE CHECK IN INDIAN ORGANIZATIONS– A STUDY

ABSTRACT

Especially after several interactions on different occasions with a number of Personnel Managers of reputed organizations in last few years during the course of informal or unofficial meetings, it was learned by the Researcher that the job applicants do not attach adequate significance or weight-age to one of the sections of the Application Forms, namely, 'References.'

Invariably the section of 'References,' is located towards the fag end of the Application Form. Although the structure of this section differs from one organization to the other, the contents of the section remain, more or less the same. However, There exist various myths about 'References.'

The generic meaning of the word 'Reference' covers the details of those persons who know the candidate very well, preferably but not desirably over a long span of time. in the field of Personnel Management, the word 'Reference' strictly includes the references of previous employers and other professional personnel, as it is crystal clear from the findings of a few Research Papers in the field of Personnel Management.

A Personnel Manager should decide as to how much significance is to be attached to 'Reference Check' in the light of its relative merits as well as demerits.

In this Research Paper, there is an attempt on the part of the Researcher to convince the significance of the section of 'References,' in the Application Form. Also, some guidelines are given as to how to give such references so that there would not crop up any serious problem during the course of the interview or thereafter as regards this aspect.

Keywords: Validity of References Checking, Referral and Employee Turnover

RATIONALE OF THE RESEARCH PAPER

Especially after several interactions on different occasions with a number of Personnel Managers of reputed organizations in last few years during the course of informal or unofficial meetings, it was learned by the Researcher that the job applicants do not attach adequate significance or weight-age to one of the Sections of the Application Forms, namely, 'References.' This fact prompted the Researcher to develop better insight in this direction and check whether or not any Research Work is already carried out on this topic, also, whether or not it is actually essential to carry it forward on some other vital topic related to Research. After initiating the study on this line, it was felt by the Researcher that there exists a real need, at present, to develop acquaintance with the concept of 'Reference Check,' especially among fresh job applicants.

In this Research Paper, there is an attempt on the part of the Researcher to convince the significance of the section of 'References,' in the Application Form. Also, some guidelines are given as to how to give such references so that there would not crop up any serious problem during the course of the interview or thereafter as regards this aspect.

INTRODUCTION

Invariably the section of 'References,' is located towards the fag end of the Application Form. Although the structure of this section differs from one organization to the other, the contents of the section remain, more or less the same. It may not be out of place to point out over here that on different Web-sites and in the books on 'Personnel Management,' some structures for the section of 'References' are suggested, however, they are designed only as a guideline. In other words, it is not, at all, necessary to follow them strictly and technically as they stand in such books. They seem to be borrowed from some reputed organizations; still, there is an ample scope to improve them in order to design the best structure of the section of the 'References.'

REVIEW OF LITERATURE

As an outcome of several interactions on different occasions with a number of Personnel Managers of reputed organizations in last few years during the course of informal or unofficial meetings it was also realized by the Researcher that there exist various myths about 'References.' For example, 'There is, indeed, no need to undertake Research on the topic of 'References,' as it is relatively unimportant,' or 'No enthusiastic and enterprising Researcher would ever like to spend (not to invest) his precious time in

conducting Research on a dismal topic like 'References,' or 'References, as a topic does not qualify the caliber of a Research topic,' etc. However, after undertaking review of pertinent literature, it was understood that Research has already been carried out on the so called unimportant or dismal topic of 'References.'

In the Research Paper titled, 'Checking Applicant's References,' C. W. Brooks has commented that the use of References is common in most selection procedures, for it involves only a little time and money, and minimum of effort.

Furthermore, in the Research Paper titled, 'Validity of References Ratings from previous Employers,' R. C. Browning has stated that the opinions of previous employers and other professional personnel who actually know and recognize the candidate very well are useful and helpful in getting a picture of his potential performance in a particular job. On this basis, the recruiter or the employer gets a rough idea about past work profile and present official caliber of a candidate. Whenever such opinions are sought for 'it is important to get more than two viewpoints,' as it is suggested by A. N. Nash and S. G. Caroll in a Handbook at References Check.'

However, the observations made and reported by M. J. Cannon in the Journal of Applied Psychology in the Research Paper titled 'Sources of Referral and Employee turnover,' differ drastically and dramatically. 'Some Employers are of the opinion that references are useless because a referee rarely gives an unfavorable opinion about the applicant. But other employers consider reference-checking to be an integral part of the total over-all selection and assessment program.' Therefore, if the employers are not attaching sufficient significance to 'Reference Check,' and are treating it simply as an official formality, irrespective of the fact whether it is favorable or unfavorable for the candidate, it would not lead for a candidate to lose an opportunity to get shortlisted.

RESEARCH PAPER OBJECTIVE
The Research Paper Objective is as follows.

1. To Study the Role of Reference Check in Indian Organizations

RESEARCH PAPER METHODOLOGY
The Methodology adopted for writing the Research Paper is as follows.

1. The Research Paper is based on both Secondary Data and Primary Data.

SOURCES OF SECONDARY DATA
The Secondary Data for the Research Paper is collected from a Book on the 'Personnel Management' and some other significant Web-sites, the details about which are mentioned in the Section of 'Categorized Bibliography,' located at the end of the Research Paper.

SOURCES OF PRIMARY DATA
The Primary Data for the Research Paper is collected by the Researcher through adoption of Observation Methodology. The Observations are the outcomes of several interactions on different occasions with a number of Personnel Managers of reputed organizations in last few years during the course of informal or unofficial meetings,

2. Several inferences were arrived at and personal views were formed after applying logical interpretations in different situations.

MEANING OF THE WORD 'REFERENCES
After review of relevant literature of Personnel Management, it is learned that the word 'Reference Check' has a different meaning in the field of Personnel Management from that of its prevalent generic meaning. The generic meaning of the word 'Reference' covers the details of those persons who know the candidate very well, preferably but not desirably over a long span of time.

When a candidate fills in the Employment Form, as designed or structured by the organization, (the design of the Employment Form varies from organization to organization) in general, towards the end of the form there is a separate section that demands minimum two and maximum three references. In general, these references mean the details (Names, Designations, Addresses, E-mail-ids, Telephone Numbers, Mobile Numbers, etc.) of those persons who know the candidate very well, preferably but not desirably over a long span of time.

In the Employment Form of some organizations, in one of the clauses it is also mentioned that such references should strictly and necessarily be other than the previous employers, friends and relatives. The inclusion of such a clause seems to be quite logical as well as rational. The previous employers, friends and relatives can be bias or prejudiced. Therefore, they may tend to over-evaluate a candidate in order to create favorable impression; as a result, the candidate may score relatively more and better over other prospective candidates, especially on the background of stiff competitive environment. At such times, the candidates furnish the necessary details of persons from some other well-known social groups. However, in the field of Personnel Management, the word 'Reference' strictly includes the references of previous employers and other professional personnel, as it is crystal clear from the findings of a few Research Papers in the field of Personnel Management.

Sometimes, there is observed tremendous confusion in the minds of the candidates while filling the Job Application Form, when they fail to understand the real meaning of the word 'Reference.' In this connection, there is a very famous joke. While giving such references, one of the job-aspiring candidates gave the references of the two cabinet ministers, out of natural innocence and technical ignorance. In-spite of this, excusing the innocence and giving the benefit of doubt to the candidate, he was called for the interview for the post he had applied for. In an interview he was questioned as to why he has given such funny references. Immediately he replied, 'I have given the references of the cabinet ministers because I know both of them very well.' It is an apart fact that the candidate was not selected for the post he had applied for, for want of merit and experience. It was taught by the senor members of the Interview Panel to the candidate that the word 'Reference' means 'Bi-lateral, that is Two-way Reference' and not 'Unilateral or One-way Reference.'

No doubt, the use of References is common in most selection procedures, as it is commented by C. W. Brooks, as mentioned in Review of Literature earlier, however, it may necessarily, not, at all, be simply because it involves only a little time and money, and minimum of effort. The real reasons for checking references may be varying from organization to organization; as a result, any generalization in this aspect is definitely not possible.

'A man is recognized by the company he keeps and the thoughts he has,' there is an old proverb in English. The proverb implies that the ideal intention of the recruiter or the employer behind Reference Checking may be to check the overall background and the culture of the 'would be' candidate. If, at the pre-selection stage in itself, the Personnel Manager would suspect seriously and sincerely, about the socio-cultural suitability of a 'would be' candidate with the prevailing culture of the organization, the candidate would never ever be selected. Furthermore, if required at this stage itself, there can be checked some more details about working attitude and organizational behavioral nature of a 'would be' candidate. It is needless to point out over here that a smart candidate with 'You Attitude' (caring for others – in an Organizational context, Superiors, Colleagues) and not 'I Attitude.' and of adjustable and adaptable nature would naturally be selected.

From the perspective of Personnel Management, 'Reference Check' as a procedure places high reliance on the 'would be' candidate's evaluation at the hands of former employers as well as some other professional personnel. Checks on different references, now-a-days, are generally made by either an e-mail or mobile and occasionally in person or by using a 'Reference Form,' specially structured for getting answers to specific questions. At this juncture, it is important to note that such several references should clearly and honestly indicate as to how long and also in what capacity the referees had either direct or indirect contact or association with the prospective candidate.

ROLE OF 'REFERENCE CHECK

Whenever a Personnel Manager lays special or additional emphasis on the details about a candidate as furnished by the referee, it proceeds with the two hypotheses. Firstly, the details so furnished are not only true and correct to the best of the referees' knowledge about the candidate in their organizations but they are indeed genuine, not biased or prejudiced and furthermore they are not political in their nature or character. In case, the details, referred to, are not genuine but they are biased or prejudiced and political, real essential information about a candidate in question cannot be obtained. Secondly, the candidate would behave, more or less, in the same manner, style and the way; he behaved in the earlier organizations. As it is a well known fact that a man is a learning animal and he always intends to improve over his past mistakes and errors, if at

all, they are properly pointed out and also understandable guidelines for improvement are given in time. In other words, the information, thus received, about a candidate, at times, may be fully misleading or misrepresenting. It may either be favorable or unfavorable for the candidate.

Moreover, the Researcher's observations confirm the same point. On some occasions, in the course of his dealings with reputed organizations it so happened that the information received about a few candidates from their previous employers and other professional personnel was fully misleading and misrepresenting. The Researcher is showing courage to write such a bold statement because he was also asked to furnish the information about functioning of the same employees, when the opinion of the Researcher and other personnel differed, a lot. As a matter of fact, a special kind of Case Study can certainly be well developed on the basis of the facts of these exceptional cases or after development of such inspiring and exciting Case Studies; another Research Paper can surely be written down.

Thus, the foregoing discussion does suggest that, at times, the opinions of previous employers and other Personnel about a candidate may be unfavorable or not encouraging, at all, for the candidate. As a result, a good and promising candidate may lose an opportunity to get selected, if his application is rejected solely on the basis of the recommendations of such referees who have given unfavorable opinion.

RESEARCHER'S RECOMMENDATIONS

Recommendation No I
Unless and until a person whose reference is given in a Job Application Form knows in person the referee – the person who has given his reference, he is surely not in a comfortable position to form his firm view or personal opinion about a candidate and communicate it to the Organization. In order to evade Reference Check as a surprise for the person whose reference is given in a Job Application Form, it is, indeed, ideal to inform such a person, preferably prior to giving a reference. In case, such a person objects to act likewise, the said reference is needed to be changed. But, for some reason or the other, if it is not possible for the applicant to inform the person, whose reference is given, prior to giving the reference, it may be given afterwards, however, definitely before the organization is likely to call for reference Check.

Recommendation No II
While giving such references a precaution needs to be taken. The referee must have full faith or confidence on a person whose reference is given in a Job Application Form in the sense that the refereed person would definitely speak in favor and not against the candidate. Otherwise, the fundamental objective of giving a reference would stand totally defeated. Whenever, there exists even a slight doubt about sanity of a particular person and his probable reaction to the 'Reference Check,' indeed, it is advisable not, at all, to give his reference as his even one or two bad and running remarks can fully ruin the future of the candidate.

Recommendation No III
A Personnel Manager should decide either on his own or in consultation with other responsible, preferably senior members of the organization, if required, as to how much significance is to be attached to 'Reference Check' after carefully in the light of its relative merits as well as demerits.

RESEARCH PAPER LIMITATIONS
1. As the Research study for this Paper is based on Human Views, that is, Views of the Researcher, all the limitations of Human Views have direct and deep impact on various views formed and inferences arrived at by the Researcher in this Research Paper. (At the same time, it may, necessarily, not, at all, be out of place to point out, over here that those views and inferences are based on fully considered, well balanced and sound judgment of past real situations in different Corporate and Academic Organizations.)

2. Various views expressed in this Research Paper are partially based on Organizational Observations of the Researcher himself and his Experiences during Organizational interactions with many Personnel Managers. As a result, full Concurrence with all the personal views as well as personal opinions of the Researcher is certainly not possible, in practice.

SCOPE FOR FUTURE RESEARCH

During the course of the study of this Research Paper, the researcher found out that there is an ample scope and adequate potential for research in future for the following topic related to the nature of Organizational relationship between the Superior and the Subordinate.

1. The Impact of Reference Check on Selection of a Candidate in Indian Organizations: An Empirical Study

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A STUDY OF LEADERSHIP REQUIREMENTS FOR MANAGING GLOBAL BUSINESS

ABSTRACT

"Producers and Managers are important, but Leaders are vital to lasting Organizational Success." "It is a fine thing to have ability, but the ability to discover ability in others is the true test of Leadership". "Leadership is the process of influencing and supporting others to work enthusiastically toward achieving objectives."

Various researchers have proposed different Leadership Styles based on Behavioral Approach or Situational Approach or Power Orientation Approach. In fact, fifty per cent of the Motivation to work comes from within an individual subordinate and the rest fifty per cent comes from the Working Environment, especially the Environment a Leader not only deliberately creates but also tactfully maintains, always, within the Organization. After learning relative merits and demerits of each and every Leadership Style, a Leader would have to arrive at a decision as to which Style is to be followed. In order to achieve success in each and every situation, a Leader managing a Global business, needs to follow up Varying Leadership Styles. Not all the Leaders are expected to follow up the same Leadership Style in the same situation because of changes in their Personalities, Attitudes, Approaches, Educational and Cultural Backgrounds. A Leadership Style being followed up in a situation may be applicable only in that situation and not, at all, in any other, as such a Style can crucially be interpreted as a Temporary, Transitory or Occasional in its practical nature, character or consequence. Treating any Leadership Style as Best or Excellent may not sound right as it may not be a question of a right or wrong Style, yet, it may be a question of suitability or unsuitability of a Style, in a given situation. As per the findings of the Ohio State University, four basic factors namely, Cultural Environment, Differences in the Employee Personalities, Change in the Nature of the work and Differences in the Organizations, shape the Leadership as per the changing situation.

Keywords:Temporary; Transitory; Occasional Leadership Style

INTRODUCTION

"Leadership is the process of influencing and supporting others to work enthusiastically towards achieving objectives." The successful organization has one major attribute that sets it apart from unsuccessful organization that is the existence of **Dynamic and Effective Leadership.** At the same time, a Leader is different from a Manager in an organization. Moreover, a good Manager acting as a Leader motivates the employees in the Organization, builds and maintains their Confidence as well as Morale among them. In fact, Leadership is the Intelligent and Sensitive utility of power.

A successful Leader never ever tells his subordinates as to how to do a thing. Instead, he tells them as to what to do. The subordinates may, thereafter, surprise him with their Ingenuity.

There are a number of Leadership Theories like Charismatic Theory or Great Man Theory, Trait Theory, Behavioral Theory, Situational Theory, etc.

CONCEPT OF LEADERSHIP

Various researchers have proposed different Leadership Styles based either on **Behavioural Approach** or **Situational Approach** or **Power Orientation Approach** of Leadership.

The Leadership Styles based on Behavioural Approach include **Power Orientation, Leadership as a Continuum, Employee Production Orientation, Likert's Management System, Managerial Grid** and **Tri-Dimensional Grid.**

The Leadership Styles based on Situational Approach include **Fiedler's Contingency Model, Hursey and Blanchard's Situational Model** and **Path Goal Model.**

The Leadership Styles based on Power Orientation Approach include **Autocratic Leadership Style, Participative** or **Democratic** or **Consultative** or **Ideographic Leadership Style** and **Free Rein** or **Laissez-Faire Style.**

REVIEW OF LITERATURE

A lot of Management Literature is readily available on the concepts of Leadership, Leadership Skills and Leadership Styles. Leadership has probably been written about, formally researched and informally discussed more than any other single topic in Management. **"If Transparency does not exist, Distrust and Insecurity begin."** The very famous quote of **Dalai Lama** is applicable to a **Leader of a Global Business**, too, especially in respect of an Organization.

In the words of **Donald H. McGannon, "Leadership is Action, not just a Position."** Elbert Hubbard quotes in respect of Leadership that **"It is a fine thing to have ability, but the ability to discover ability in others is the true test of Leadership". "Leadership is about getting extra-ordinary performance out of ordinary people",** as **Sir John Harvey Jones** comments.

Stephen Covey, one of the reputed Management Consultants, while convincing the practical significance of a Leader has said, **"Producers and Managers are important, but Leaders are vital to lasting Organizational Success."**

The overall importance of a Leader in any Organization needs necessarily not, at all, be over emphasized. In the words of **Socretes, "A team of Donkeys led by a Lion can defeat a team of Lions. But, a team of Lions led by a Donkey cannot defeat a team of Donkeys."**

As it is well known, actions speak louder than words **as quoted by Henry Ford."If it is evident from your work that you are working, there is no need to give any other evidence,"** Furthermore, the two practical concepts of **Leadership and Motivation** are the two sides of the same coin. In other words, these two concepts are interdependent and interrelated with each other, thus, as they are not independent of each other, simply they cannot be studied in isolation.

Likewise, **Leadership and Management** are also interrelated but altogether different practical concepts. **"A person can be an Effective Manager, a Leader, both or neither,"** as **Abraham Zeleznik'** has observed. **John Kotter** has identified that Leadership differs from Management in terms of the emphasis that is put on four activities – **Creating an Agenda, Developing a Human Network for achieving the Agenda, Executing Plans and Outcomes of Activities."**

A Wise, Practical and a Prudent Leader involves almost all the subordinates in major Decision Making, as a process, basically because he firmly believes that more and more the team members actually interact and share their views and opinions with each other, while arriving at Decisions affecting their Working Life, the more they are Motivated to carry them out, in due course of time.

In this connection, it is important to acknowledge a fact that fifty per cent of the Motivation comes from within an individual subordinate and the rest fifty per cent comes from the Working Environment, especially from the Environment, a Leader not only deliberately creates but also tactfully maintains, always, within the Organization. The only way to lead is to show people the future. **A Leader is a Dealer in hope.** In this respect the two quotes of **Shiv Khera** are highly important. **"Good Leaders guide, Bad Leaders misguide." and "A Good Leader creates Leaders, Bad Leaders crate Followers."**

Furthermore, Leadership should certainly be **'Action-Centered'** but surely not be **'Person-Centered.'** In order to be **'Action-Centered',** an Organizational Leader must necessarily be highly enthusiastic and he must love his Leadership task, because as **Emerson** has observed, **"Nothing great was ever achieved without enthusiasm",** and as a very old **Japanese Proverb** goes, **"No man will find the best way to do a thing unless he loves to do that thing."**

At the same time, it is important to highlight the qualities required to achieve Leadership success at the Global Level. **Robert J. House,** who proposed a relook on Charismatic Theory, opined that **the Charismatic Leader has extremely high Levels of Self-confidence, Dominance and a strong conviction in the normal righteousness of his/her beliefs or at least the ability to convince the followers that he/she possesses such Confidence and Conviction.**

A Review of several Research Studies presented by **Stogdill** pointed out various Personality Traits in a successful Leader as **Physical and Constitutional Factors, Intelligence, Self-confidence, Sociability, Will, Dominance and Surgency.** In a later study **Ghiselli** has found

Supervisory Ability, Achievement Motivation, Self Actualizing, Intelligence, Self-Assurance and Decisiveness as the qualities related with Leadership success.

However, no conclusion can concretely be arrived at in this regard. **Eugene E.Jennings** has commented that **"Fifty Years of study has failed to produce a one-personality trait or set of qualities that can be used to discriminate Leaders and Non-leaders."** Moreover, in the words of **Roberts J. House and Mary L. Baetz, various studies on traits have failed to uncover any traits that clearly and consistently distinguish Leaders and Followers."**

RESEARCH PAPER OBJECTIVE
The Objective of the Research Paper is to determine Leadership Style for Managing Global Business.

Scope of the Research Paper
The practical scope of the Research paper extends to determination of a Leadership Style for Managing a Global Business.

Rationale of the Research Paper
In general, after successful conduct of business in a specific line for reasonable years, if an Organization intends to expand or diversify its business activities, as a Growth Strategy, especially when the domestic markets are fully exhausted, an Organization is pulled or compelled to travel beyond the national boundaries, in order to concentrate on a suitable market in a foreign country or countries, if possible. For ascertaining such markets, an Organization sometimes undertakes either **Market Oriented Studies** or **Product Oriented Studies.** If an Organization succeeds in the foreign markets with the ideas floated, indeed, thereafter it would be a matter of time to expand the business operations, across the Globe. At such occasions, the Leadership Requirements to manage the business, at a different level or high standard, would definitely be different from those which are applicable, thus, suitable, in the Domestic Market.

In this Research Paper there is an honest attempt to determine the Leadership Style which will be suitable to manage the Global Business.

RESEARCH PAPER LIMITATIONS
Like each and every Research Paper, this Research Paper also proceeds with certain limitations as follows.

1. As the Research Paper study is purely of academic orientation, some sort of adaptationto prevailing condition is ideally necessary prior to its practical application.

2. As the Research Paper Study is based on Secondary Data, all the limitations of Secondary Data have direct and deep impact on the narration of the Research Paper.

3. Although there is an honest attempt on the part of the Researcher to provide a better and practical insight for determination of a suitable Leadership Style for managing Global Business, the theoretical description in the Research Paper is encouraged only to the extent, it is of absolute essence and significance.

4. As the Research Paper is the direct outcome of Researcher's own Experiences, Observations, Personal Views and Opinions, Intellectual Agreement with all the Views and Opinions is simply not ideally expected.

5. The Description of Leadership Theories and Relative merits and demerits of different traditional and modern Styles of Leadership are not encouraged in this Research Paper to evade bookish nature and to make the Research Paper more self-contributive and qualitative.

RESEARCH PAPER METHODOLOGY
For writing this Research Paper, the following Research Methodology was followed.

1. Review of Literature was done through various Books and significant Websites

a) To Study the Concept and the Styles of Leadership (Traditional and Modern) and

b) To Develop better practical insight and Obtain better inputs to determine a Leadership Style for managing a global Business.

2. Different Inferences were arrived at and opinions and views were formed after applying Logical Interpretations based on the facts learned through Review of Literature, as mentioned above.

Sources of Secondary Data

The sources of Secondary Data include Relevant Books and Web Sites, mentioned in detail in the Section of Categorized Bibliography.

DEFINITIONS OF LEADERSHIP

If one arranges to refer to different books of eminent authors, Indian and Foreign, he would end up in getting a number of definitions of the word 'Leadership.' However, in order to develop better conceptual clarity and a better insight about the concept of 'Leadership' and also for want of length of this Research Paper, only a few leading definitions have been put forward, here.

In the words of **Robert Tannenbaum,** Leadership is Interpersonal Influence exercised in a situation and directed through Communication process towards the attainment of a specified goal or goals.

George R. Terry defines Leadership as essentially a continuous process of Influencing Behavior. A Leader breathes life into the group and motivates it towards goals. The lukewarm desires for achievement are transformed into a burning passion for accomplishment.

A more recent definition of Leadership can be put forward in the words of **Barnard Keys** and **Thomas Case.** "Leadership is the process of influencing and supporting others to work enthusiastically toward achieving objectives."

RESEARCHER'S PERSONAL COMMENTS TOWARDS LEADERSHIP REQUIREMENTS FOR MANAGING GLOBAL BUSINESS

After doing Review of relevant Management Literature, as referred to above, it is inferred that very few pieces of Literature are readily available on the practical point of following up of a specific Leadership Style in a particular Organizational situation. Furthermore, mere Academic or Theoretical Knowledge regarding these Practical concepts is, indeed, not essential, on several occasions while working in an Organization, but, a practice of introduction of appropriate changes in a Leadership Style depending upon a peculiar organizational situation is equally more important. It takes reasonably long time to cultivate this practice which is necessary to develop successful Leadership skills in order to cope up or combat with different Organizational situations.

After learning relative merits and demerits of each and every Leadership Style, a Leader would have to arrive at a decision as to which Style is to be followed up. It is needless to point out that there is no Leadership Style which has only either the advantages or the disadvantages.

As per the findings of the Ohio State University, four basic factors namely, Cultural Environment, Differences in the Employee Personalities, Change in the Nature of the work and Differences in the Organizations shape the Leadership as per the changing situation.

In other words, **in order to achieve success in each and every situation, a Leader managing a Global business needs to follow up Varying Leadership Styles.** On the other hand, if he would solely rely only on a particular Leadership Style, he would be successful only in the short run. This description suggests that such a Leader needs to follow up all the Leadership Styles, alternatively, totally depending upon a specific situation, irrespective of the fact whether or not he personally likes to practice the same. For instance, a Leader who is very fond of a Participative or Democratic Leadership Style may have to follow up Autocratic Leadership Style, if a situation so demands. When the subordinates working at the lower levels in the Organization do not exactly understand as to how to work effectively and efficiently, even such a Leader really requires dictating the working terms, in order to achieve organizational objectives.

Not all the Leaders are expected to follow up the same Leadership Style in the same situation because of changes in Personalities, Attitudes, Approaches, Educational and Cultural Backgrounds, etc.

Also, if a Leader introduces constant changes in the Leadership Style, the subordinates would not be able to predict a particular Style; a Leader would follow up in a new and challenging situation.

The foregoing description implies that a Leadership Style being followed up in a situation may be applicable only in that situation and not, at all, in any other, as such a Style can crucially be interpreted as a Temporary, Transitory or Occasional in its practical nature, character or consequence.

In simple words, **there does not exist either one or more Best or Excellent leadership Styles, in practice. Besides, treating a Leadership Style as Best or Excellent may not sound right as it may not be a question of right or wrong Style, yet, it may be a question of suitability or unsuitability of a Style, in a given situation.** For example, former British Prime Minister **Winston Churchill** was regarded as the most successful Prime Minster during the World War II. (1939-1945). However, after the war when the situation changed, he was neither experienced effective nor successful.

SCOPE FOR FUTURE RESEARCH
During the course of the study of this Research Paper, the researcher found out that there is scope and potential for research in future for the topic:A Study of Impact of different Leadership Styles on Managing a Global Business.

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Section – I I
Marketing

A STUDY OF SUPPORTING INGREDIENTS FOR DESIGN OF COMPETITIVE MARKETING STRATEGIES FOR INDUSTRIES IN INDIA

ABSTRACT

The design of Effective Marketing Strategies demand not only Market Orientation Approach, Consumer Orientation Attitude but also Effective Marketing Mix. If Marketing Mix of an Organization is highly effective at a Marketplace, this Mix in itself would definitely act as Competitive Marketing Strategy. Marketing Strategies become effective when distinct ingredients of Marketing Mix utilized by an Organization in a specific market at a particular time are effective.

The fundamental concept of Marketing Mix started with four major ingredients, namely, Product, Price, Place and Promotion. Subsequently, the marketers of Service Industries added three more ingredients, namely, People, Process and Physical Evidence. Furthermore, the Researcher has himself suggested Fifty Four (other than traditional seven) Augmented Ingredients of Marketing Mix in another Inter National Research Paper. No wonder, tomorrow another researcher may double this Number.

Exhibition of Practical Impact through a Marketing Strategy is not appropriate at a Marketplace, but such an effect should be experienced by the Leading Competitors. If a number of varying ingredients, as suggested by the Researcher are selectively, intellectually and tactfully applied, in practice, the resultant Marketing Strategies would definitely be highly Competitive at a marketplace.

Keywords: Augmented Ingredients of Marketing Mix. Leading Competitors.

INTRODUCTION

The design of Effective Marketing Strategies demands not only Market Orientation Approach, Consumer Orientation Attitude but also Effective Marketing Mix. If Marketing Mix of an Organization is highly effective at a Marketplace, this Mix in itself would definitely act as Competitive Marketing Strategy.

Traditionally, the Marketers in Industries in India were using universally and unanimously accepted Model of Four Elements or Ingredients of Marketing Mix, consisting of, namely, ***Product, Price, Place and Promotion.*** After emergence of 'Services Marketing' as a specialized and distinct branch of study in the field of Marketing Management, even the service providers, to start with, adopted the same traditional model in respect of provision of services to the consumers in order to ensure maximum consumer satisfaction. However, subsequently, it was discovered that the ***Traditional Model of Marketing Mix consisting only of Four Ingredients is too Inadequate*** to secure maximum consumer satisfaction. As a result, Service Providers modified the traditional model and subsequently added three augmented ingredients, namely, ***People, Process and Physical Evidence.***

With the passage of time, even the Model of Marketing Mix consisting of Seven Ingredients, as mentioned above, was indeed, experienced, as inadequate, especially, by the providers of Service Industries. Thereafter, there was observed a trend of introduction of augmented ingredients of Marketing Mix by different industries. Although the number of ingredients of Marketing Mix used was identical, the ingredients proper, used, were different. *Furthermore, it may necessarily not be out of place to point out that the Researcher has himself suggested Fifty Four (other than traditional seven) Augmented Ingredients of Marketing Mix in another Inter National Research Paper. No wonder, tomorrow another researcher may double this Number.*

RESEARCH PAPER OBJECTIVE

The following is the Objective of the Research Paper.

1. To Study the Supporting Ingredients for Design Competitive Marketing Strategies for Industries in India

SCOPE OF THE RESEARCH PAPER

The Practical Scope of the Research Paper extends to the study of the supporting Ingredients for Design of Competitive Marketing Strategies for Industries in India.

RATIONALE OF THE RESEARCH PAPER

Indeed, exhibition of Practical Impact through a Marketing Strategy, in itself, is not appropriate at a Marketplace, but such an effect should surely be experienced mainly by the Leading Competitors. In this

Research Paper, *the researcher has suggested a number of varying ingredients* which would help an Organization while designing its Marketing Mix consequently, different Marketing Strategies. *If these ingredients are selectively, intellectually and tactfully applied, in practice, the resultant Marketing Strategies would definitely be highly Competitive at a marketplace.*

RESEARCH PAPER METHODOLOGY

For writing this Research Paper, the following Research Methodology was followed.

1. Review of Literature was done through various Books and significant Websites

   (a) To Study Practical Concepts of Marketing Strategy and Marketing Mix.

   (b) To develop better practical insight about Market Oriented Approach and Consumer Orientation Attitude.

(The details about all the Books and the Websites are given in the Section, of 'Categorized Bibliography,' located at the end of the Research Paper.)

2. Different Inferences were arrived at and opinions and views were formed after Applying Logical Interpretations based on the facts learned through Review of Literature, as mentioned above.

SOURCES OF SECONDARY DATA

The sources of Secondary Data include Relevant Books, Web Sites and Inter National Research Paper, which are mentioned in detail in the Section of Categorized Bibliography.

REVIEW OF LITERATURE

The idea of the 'Marketing Strategy,' was conceived by ***Prof. Neil H. Bordon*** of Harvard Business School. It is a Technique which the firms adapt to face Market Changes and to take corrective Action at right time. Moreover, it is one of the dynamic variables which fluctuate according to Marketing Environment. The major decisive factors while selecting the Marketing Strategy for an Organization are ***Synergistic Potential, Productivity and Substitutability of Marketing Inputs*** and ***Competitive Situational Analysis.*** The Marketing Strategies can broadly and conveniently be classified into different categories like ***Market Leader Strategies, Market Challenger Strategies, Market Follower Strategies, Market Nicher Strategies and Unique Selling Proposition Strategies.***

According to ***James Brian Quinn,*** the Strategy is the Pattern or Plan that integrates Organization's Major Goals, Policies and Action Sequences into a Cohesive whole. ***"A well-formulated Strategy helps to Marshal and Allocate Organization's Resources into a Unique and Viable Posture based on its relative Internal or Core Competencies or Strengths and Shortcomings or Weaknesses, Anticipated Changes in the Environment and Contingent Moves by intelligent Opponents."***

Furthermore, ***Strategy as a 'Plan,'*** is a Consciously Intended Course of Action or a Guideline to deal with a Situation. Such Action Plans may either be general or specific. ***Strategy as a 'Ploy,'*** is a Specific Maneuver intended to outwit a Competitor or an Opponent. ***Strategy as a 'Pattern,'*** is visible in a Stream of Actions that a firm undertakes from time to time to strengthen its position in the market place, reflected through Consistency in firm's Behavior, whether intended or not intended. Strategy can also be interpreted as a Position or Perspective.

A Strategy has three essential elements namely, ***Goals, Significant Policies and Major Action Sequences.*** It deals not only with ***Unpredictable*** but also with ***Unknowable.*** It may unravel a fact, about the Organization and its Environment, which otherwise may never ever comes to the light. Each and every Strategy in an Organization which is ***Hierarchy-wise Related*** or ***Mutually Supported*** is, in general, complete in itself depending on the ***Overall Level of Decentralization*** intended to practice within the Organization.

The Researcher himself has already suggested Fifty four (other than traditional seven) Augmented Ingredients of Marketing Mix in another Inter National Research Paper. These Ingredients, which are mentioned below, may be considered suitable, thus, adoptable by the Industries in India.

(1) Packaging (2) Perception (3) Persistence (4) Publicity (5) Pinnacle (6) Procuring (7) Positioning (8) Pacing (9) Promise (10) Principle (11) Positivism (12) Probability (13) Paradise (14) Paradigm (15) Pattern (16) Paradox (17) Paragon (18) Paramount (19) Paranormal (20) Propaganda (21) Passion (22) Patience (23) Patronage (24) Peek (25) Perfection (26) Percolation (27) Persuasion (28) Prestige (29) Performance (30) Perish-ability (31) Power (32) Permanency (33) Perpetuity (34) Preserve (35) Philosophy (36) Phenomenal (37) Philanthropy (38) Profile (39) Politics (40) Practice (41) Possibility (42) Practicability (43) Precaution (44) Precision (45)Prediction (46) Participation (47) Proactive (48) Predominant (49) Pre-empt (50) Preference (51) Premier (52) Pioneer (53) Presumption (54) Pride.

DEFINITIONS OF DIFFERENT TECHNICAL WORDS USED IN THE RESEARCH PAPER

Kenneth R. Andrews has defined the word *'Strategy,'* as the Pattern of Decision in a Company that determines and reveals its Objectives, Purposes or Goals, produces the Principal Policies and Plans for achieving these Goals and defines the range of Business the Company is to pursue, the kind of Economic and Human Organization it is or intends to be and the Nature of the Economic and Non-Economic Contribution it intends to make to its shareholders, Employees, Customers and Communities…..

In the words of *Prof. Neil H. Bordon, 'Marketing Mix'* refers to the Apportionment of Effort, Combination, Design and Integration of Elements (Ingredients) of Marketing into a Program or (also called as) a Mix which on the basis of an Appraisal of Market Force

will best achieve the Objectives of an Enterprise at a given time.

Philip Kotler defines the term *'Marketing Mix'* as the Mixture of Controllable Marketing Variables that the firm uses to pursue the sought level of sales in the Target Market.

The *'Marketing Mix'* is also defined as the set of Actions or Tactics that a Company uses to promote its Brand or Product in the Market.

CONCEPT AND PRACTICAL UTILITY OF MARKETING MIX

The fundamental idea of Marketing Mix was conceived by *E. Jerome McCarthy* and *Prof. Neil H. Bordon of Harvard Business School.* In simple words, Marketing Mix is a plan which is designed to analyze varying problems, those different industries face, related to the specific field of Marketing, in practice.

As a matter of fact, this kind of Marketing Analysis actually takes place in the following two ways.

(a) By utilizing important forces which emanate from Marketing Operations of a specific Industry and

(b) By adopting Procedures and Policies for an Efficient Marketing Program.

Moreover, Marketing Mix is a Business Tool used in Marketing and by Marketing professionals. It is very often quite crucial, in practice, particularly, while determining a product or a brand's offer.

PRECAUTIONS PRIOR TO PRACTICAL APPLICATIONS OF MARKETING MIX

The following points may be properly attended to and deeply considered, prior to the application or adoption of any ingredient, mentioned above, by any Industrialist or a Service Provider, in India.

a. All the suggested Ingredients can necessarily not be applicable or adoptable to all the Industries or Services.

b. Even if, there would be observed some identical Ingredients in respect of some Industries or Services, relative significance attached and their respective impact on the Operations either of the Industry or Service would be drastically, sometimes Dramatically different or even contradictory or conflicting in practical character.

c. The number of ingredients of Marketing Mix may fluctuate from time to time and market to market, depending upon consumer responses, preferences, likes, dislikes, tastes, demands, wants, needs, desires, aspirations, etc.

d. The intensity and impact of different ingredients of Marketing Mix would reveal varying patterns depending upon the stage of the product or the service in the Product Life Cycle or Service Life Cycle, respectively.

RESEARCHER'S INFERENCES, PERSONAL VIEWS AND OPINIONS

After studying in deep, all the ingredients of Marketing Mix, the researcher has arrived at the following practical and important inferences. The description also covers Researcher's Personal Views and Opinions.

1. All the ingredients of Marketing Mix are undoubtedly Co-equal, Interdependent (not Independent) as well as of utmost essence, relevance and significance, in practice. It may, necessarily, not, at all, be out of place to mention over here that any one or even more of the ingredients of Marketing Mix may achieve relatively more weight-age, at a particular time in a specific market. However, this would certainly turn out, totally, to be temporary or a transitory marketing phase, in the long run. Besides, this type of phenomenon, does not undermine the importance of other ingredients of Marketing Mix.

2. Marketing Mix, as a Program, no doubt, acts as an *Integrated Marketing Strategy.* In simple words, all the ingredients of Marketing Mix, irrespective of their Number and consequent Impact on Marketing Operations of an Industry, taken together (not in isolation), constitute Marketing Strategy of an Industry. As a matter of fact, all the ingredients of Marketing Mix act simultaneously, neither alternatively nor in a specific chronological sequence.

3. All the ingredients of Marketing Mix are not only individually but also collectively very important. But, the *real skill of a Marketing Manager lies in their Proper Mix or Blend.* Indeed, this is expected to develop a unique way for the design of Marketing Strategies for a particular Industry, in order to combat with the Competition in a highly dynamic Marketing Environment.

4. All the final and conclusive decisions regarding all the ingredients of Marketing Mix must necessarily and timely be intelligently coordinated and balanced throughout the Marketing Department of an Industry, just to achieve an appropriate Marketing Mix in a specific market at a particular time.

5. *A Thorough Grasp of Consumer Perceptions, Tastes and Expectations is a Common Prerequisite* for all the ingredients of Marketing Mix, an industry may be using, at a time in a market.

6. Marketing Mix must ultimately lead to the following four things.

   (a) Assurance of Quality of goods and services

   (b) Availability of goods and services primarily, at a place and price a consumer wants

   (c) Maximum Consumer Satisfaction ultimately leading to increase in the frequency of purchases of goods and services and

   (d) Development of Brand Equity, over a period.

RESEARCH PAPER LIMITATIONS

Like each and every Research Paper, this Research Paper also proceeds with certain limitations as follows.

1. As the Research Paper study is purely of Academic orientation, some sort of adaptation to prevailing condition is ideally necessary prior to its practical application.

2. As the Research Paper Study is based on Secondary Data, all the limitations of Secondary Data have direct and deep impact on the narration of the Research Paper.

3. The Augmented Ingredients of Marketing Mix those are suggested in the Research Paper are rationally based on Researcher's Observations, Perceptions and Experiences, over a very long period of twenty years. Therefore, although the Academicians, Marketing Practitioners or Consultants and other Experts of the Marketing Field may agree as a Concept and in Principle with the Practical Philosophy (regarding Augmented Ingredients of Marketing Mix) which is advocated in the Research Paper, they may not intellectually agree with each and every ingredient of Augmented Marketing Mix, as they may have an altogether different or even contradictory or Conflicting Views, Opinions, Perceptions, Observations, Experiences, in practice.

SCOPE FOR FUTURE RESEARCH

During the course of the study of this Research Paper, the researcher found out that there is scope and potential for research in future for the following topics.

1. A Study of Applications of Augmented Ingredients of Marketing Mix in Industries in India

FOOT NOTES

1. Those Traditional Ingredients of Marketing Mix which are commonly utilized either by the Industrialists or by the Service Providers in India are not included in the suggested list of Augmented Ingredients of Marketing Mix.

2. At the same time, their running reference is given while introducing the ResearchTopic. These Ingredients are, ***Product, Price, Place, Promotion, People, Process, Physical Evidence, Potential, Penetration*** and ***Profit.***

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ETHICAL ISSUES IN MARKETING RESEARCH: AN INSIGHT

ABSTRACT

Ethics focuses on standards, rules and code of conduct governing the behavior of individuals and groups of individuals. Ethico-Moral human actions are closely and basically related to varying human thoughts initiated, implemented and dominated by the human character which is exhibited through social behavior. Ethics is not only personal but also relative concept. Overall adoption of ethics is a matter of concern, although they are partially followed by some business houses.

Especially after the year 1980, because of emergence of Customer-oriented Approach resulting in increasing competition and also emergence of Consumerism as a dynamic concept, in India, the culture to conduct Marketing Research gained a wide and broad recognition, particularly, as a vital tool of Marketing Management. The manufactures of consumer goods and the marketers dealing in service sector have realized the significance of Marketing Research, at present.

As per the findings of a recent survey, the cost of the Market Research conducted in India in recent past was over 800 Crores. It can be predicted that Research Culture would be an Integral Part of Marketing Activity in 21st Century in India.

Privacy, Intrusion, Deception through Misrepresentation and Misleading Practices are some selected Ethical Issues in Marketing Research in India. All these issues are dealt with in this paper,

Keywords: Privacy, Confidentiality, Intrusion, Deception and Misleading Practices.

INTRODUCTION

The English word 'Ethics' has originated from the Greek word 'Ethos' which literally means the manners or the character. Moreover, in Latin it is called as 'Ethicus.' Also, in one restrictive sense, it is interpreted as a synonym of the word 'Morality', in the sense that it is that branch of philosophy which deals with Moral Principles. However, strictly technically speaking, the two words namely 'Ethics' and 'Morality' have different meanings especially in respect of their Practical Scope as well as Social Applicability. Fundamentally, **Ethics focuses on standards, rules and code of conduct governing the behavior of individuals and groups of individuals**. Morality is primarily concerned with relative good or bad and right or wrong human behavior in a given situation. In other words, *Ethico-Moral human actions are closely and basically related to varying human thoughts initiated, implemented and dominated by the human character which is exhibited through social behavior.*

Really, Marketing Research played a minor role under Sales-oriented Marketing Approach in India, especially prior to the year 1980; however, thereafter *because of emergence of Customer-oriented Approach resulting in increasing competition and Consumerism as a dynamic concept, in India, the culture of conduct of Marketing Research did gain a very wide and broad recognition particularly as a vital tool of Marketing Management.* Furthermore, after getting feedback from Consumer Satisfaction Surveys, today's' smart marketers are observed taking a wise second look towards the target customer through conduct of Marketing Research, in order to corroborate customer information prior to finalization of a decision.

In other words, the *overall frequency of Marketing Research in India has rapidly increased in last thirty five years (1980 -2015) as it has now become an on-going activity exactly against past, not only to discover but also to re-discover the real or the interested consumer*. As a result, many Companies are employing Marketing Research Consultancies who, in turn, have set up specialized cells, just, to cater to the growing needs of the Companies investigating Consumer Satisfaction through Marketing Research. Not only the manufactures engaged in the production of consumer goods but also the marketers dealing in service sector have rightly realized the practical significance of Marketing Research, at present.

RATIONALE OF THE PAPER IN THE PRESENT MARKET SCENARIO

As per the findings of a recent Market Survey, India is one of the fastest growing markets for Marketing Research amongst some other countries. Also, *the cost of the Market Research conducted in India in recent past was over 800 Crores. Besides, this cost is likely to increase even more, in the years to come.*

Especially because of ever increasing demand and size of Marketing Research, some advertising agencies also are observed diversifying in to the field of Marketing Research. It may necessarily not be out of place to predict over here that *Research Culture would be an Integral Part of Marketing Activity in 21ˢᵗ Century in India.*

On this background of the Marketing Research in India, as on today, along *with the increase in its demand and the size, a number of Ethical issues also started emerging in the marketing sphere.* Unless such issues are checked and controlled in reasonable time, right now, the number of such undesirable but inevitable issues would go on rising with the passage of time.

Moreover, as this is a very hot topic of curiosity arousing and debate, at present, it is loudly commented in several guest lectures, seminars, workshops and conferences of not only National but also International levels. Thus, *it is the right time to study, quite critically, Ethical issues in Marketing Research in India.*

OBJECTIVES
The following are the Objectives of this Paper.

1. To develop conceptual Understanding about Ethics

2. To Study the Ethical Issues in Marketing Research in India

SCOPE
The Scope of this Paper extends to the development of conceptual understanding about Ethics. The paper further throws some light on some selected Ethical Issues in marketing Research in India.

METHODOLOGY
The following Methodology was adopted for writing this Paper.

1. The review of literature was done through several books and significant websites (Secondary Data) in order to learn

  (a) The overall concept of Ethics and

  (b) Ethical Issues in Marketing Research in India.

 2. The paper is based on Secondary Data.

SOURCES OF SECONDARY DATA
The Sources of Secondary Data include Books and Websites, related to Marketing Research, the details of which are given in the Section, of Categorized Bibliography, which is located at the end of this Paper.

ETHICS
The Oxford dictionary defines the word 'Ethics' as the *'Moral Principles that govern or influence a person's behavior'.* The word 'Moral' is concerned with the principles of right or good and wrong or bad human behavior. After learning the definition of the word 'Ethics' , as mentioned above, some unanswered and unavoidable questions do crop up. *What is right? What is wrong? What is good? What is bad? Who would decide as to what is good or bad or right or wrong?* Therefore, it is not only personal but also relative concept. Furthermore, what is right is good, always. But, what is not right which may be bad may not be wrong, always, as it may be right in some situation. Value system of right and wrong or good or bad, honesty or dishonesty, just or unjust, equitable or inequitable is, in fact, the real or actual practical base for smooth and satisfactory working of a business. Overall adoption of ethics is, indeed, a matter of great concern although they are partially followed by some of the reputed business houses.

Prof. Arun Monappa has quoted some of the references from the book 'Ethics in Business' authored by T. Baumhart. In this book it is stated that Ethical means confirming to the principles of human conduct, or it also means according to common usage. Moreover, the words like just or honest are interpreted synonymous with the word 'Ethical.' Ethical standards are basically the ideals or the guiding principles of human conduct. Every society, religion or Institution has its own Ethical standards or Moral values. *As per the Vendantic outline of Ethical vision given by Prof. S. K. Chakraborty – one of the recognized authorities on the topics of Ethics and Management, in Vedas, Upanishads, Smrutis, Ramayana Mahabharata and Kautilya's*

Arthaashastra, there are references to the different diversions of individual and social norms and ethical behavior at appropriate places.

In order to understand standard Ethical Practices, Ethical Codes like *Marketing Research Association Code (MRAC), Advertising Standards Council of India (ASCI), American Marketing Association's Codes of Ethics, American Sociological Association's Codes of Ethics, American Psychological Association's Code of Ethics,* to mention a few, can be referred to. Furthermore, the Marketing Research Association Code in respect of Marketing Research Standards is basically designed with the prime objective to promote an Ethical Culture in the profession of Marketing Research where the principles of Honesty, Professionalism, Fairness and Confidentiality combine to support the success of the profession.

ETHICAL ISSUES IN MARKETING RESEARCH IN INDIA
The following few are the selected Ethical Issues in Marketing Research in India.

(a) Privacy and Confidentiality

(b) Intrusion

(c) Deception through Misrepresentation

(d) Undesirable Practices

Let s discuss each of these issues in detail, one by one, in the following lines.

(a) Privacy and Confidentiality
While collecting Primary Data, many a time, the field investigators *encroach the privacy* of a respondent by asking very *personal or highly Confidential Questions* or detail Information related to *Secret Matters,* either related to the individual respondent or the Company itself. (It may necessarily not be out of place to point out over here that Secret Matters include those maters, the sharing of which with the field investigator may endanger the Unique Selling Proposition or the Brand Name or the Image of the Company in the contemplation, especially, of the External People.)

Furthermore, some field investigators use *hidden cameras,* some of them study as to *how the credit cards or ATM cards are used by the consumers* for purchases, some of them *misuse the private information* obtained from the customer databases of different companies, etc.

(b) Intrusion
Not only personal but also the telephonic or mobile interviews are experienced *annoying and intruding* by the respondents. Some such questions are asked by the interviewers which *make the position of the respondent, quite awkward,* at times.

Moreover, instead to take care of the convenience of the respondent, the interviewers, in general, tend to take care of their self convenience. In the process, they comfortably forget that *they get their convenience caused at the cost of the inconvenience of the respondents*. When the same interviewing trend continues, over a period, in respect of the same respondent, the respondent tends to be reluctant to cooperate for the subsequent interview.

(c) Deception through Misrepresentation
The Market Researchers, more often than not, *deceive the respondents, quite tactfully*. In order to collect data, especially from the competitor, the researchers send *dummy customers to the key persons and places* where required data can really and readily be available. Moreover, some researchers *pretend themselves to be the shoppers* and thereafter *conduct an Opinion Survey* about different products, services or the brands.

(d) Undesirable Practices
Besides, Marketing Researchers indulge in some undesirable practices like *Sugging* (Selling under the guise of Research) or *Frugging* (Fund Raising under the guise of Research). However, these kinds of activities on the part of *Fake Researchers*, no doubt, tarnish the image of the *Genuine Researchers* who conduct it sincerely and seriously.

RESEARCH PAPER LIMITATIONS

Like every other Paper, this Paper also proceeds with the following limitations.

1. As the present Study is strictly of Academic Orientation, some sort of adaptation to prevailing market conditions is naturally necessary prior to practical application. .

2. As this study is based on Secondary Data, all the limitations of Secondary Data have direct and deep impact on the Researcher's Views and Opinions.

3. The narration about different Codes of Ethics is covered in brief for want of length of the paper.

4. Only a few Selected, Repetitive and leading Ethical Issues related to Marketing Research in India are covered in this paper for want of length of the paper.

SCOPE FOR FUTURE RESEARCH

During the course of the study of this Paper, the researcher found out that there is an ample scope and adequate potential for research in future for the following topics related to Ethical Issues in Marketing Research in India.

1. A Contemporary Study to improve the Level of Ethical Marketing Research Practices in India

2. A Critical Study of Perspectives of Ethical Issues in Marketing Research in India

3. A Critical Study of Ethical Issues in Presenting a Report of Marketing Research in India

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A CRITICAL STUDY OF UNFAIR MARKETING PRACTICES IN INDIA

ABSTRACT

Some Marketers, Manufacturers as well as a few Media Owners in India, of late, were criticized very harshly for following Unfair Marketing Practices related to **Product Safety, Product Quality, Spurious Products, Price Fixation, Predatory Pricing,** *to mention a leading few. In the modern Marketing scenario, when the competition is very intense, the* **Marketing Emphasis,** *as a strategy, is in general, observed on* **increasing Sales Volume, Market Share as well as Profit,** *as far as possible, at an early date.Almost all except a few marketers, no doubt, adopt* **Aggressive Marketing** *also, as a strategy, but, then* **they sell unsought, unwanted or artificially- need created goods or services.**

Unfair Marketing Practices in India can broadly be studied under the four broad heads, namely, **Product, Price, Place and Packaging**. *The Unfair Marketing Practices related to Product can be categorized under the three categories like* **Product Safety, Product Quality and Spurious Products.** *The businessmen should necessarily provide priority to all the Safety issues related with the goods or services and address them quite promptly and regularly. The manufacturer and the marketer should take the responsibility to ensure that the quality of the product sold or the service provided, indeed, stands up to the claims or contentions made by them through advertisements or elsewhere. It is not impossible but very difficult to control the entry of spurious products in the market; they are easily available in abundant quantity. There are experienced many Unfair Marketing Practices which are the ultimate result of pricing a product or a service. There are experienced many Unfair Marketing Practices which occur because of issues related to distribution of a product. A consumer's product purchase decision based on incorrect fundamental information mentioned on the package does necessarily not fulfill his purpose or the real need of purchase.* **On this background, it is the right time to study, quite critically prevailing Unfair Marketing Practices in India.**

Significance of the Research Topic in the Present Market Scenario –

Some Marketers, Manufacturers as well as a few Media Owners in India, of late, were criticized very harshly for following Unfair Marketing Practices related to **Product Safety, Product Quality, Spurious Products, Price Fixation, Predatory Pricing,** *to mention a leading few. Subsequently, they came out with assertive justifications which have really lead to tremendous confusion, controversy and intellectually conflicting arguments, in society. Moreover, as this is a very hot topic of curiosity arousing and debate, at present, it is loudly commented in several guest lectures, seminars, workshops and conferences of not only National but also International levels. Thus, on this background,* **this is the right time to study, quite critically. prevailing Unfair Marketing practices in India.**

Keywords: Artificial- Need Created Products, Spurious Products, Predatory Pricing,

INTRODUCTION

As a matter of fact, Marketing is recognized as one of the significant functions of the Business Enterprise. Moreover, all the businessmen attach relatively more weight-age to Marketing basically because this alone brings in much needed Revenue for the enterprise. **In the modern Marketing scenario, when the competition is very intense, the Marketing Emphasis, as a strategy, is in general, observed on increasing Sales Volume, Market Share as well as Profit, as far as possible, at an early date**. Apparently, following this kind of Growth Strategy for any enterprise seems to be sound, logical, rational and practical. However, the said strategy is expected to be followed in an ethical and legal manner. On the other hand, the strategy is followed at the cost of consumer satisfaction (which is regarded as a matter of paramount significance for any enterprise) and proper consumer service. **Almost all except a few marketers, no doubt, adopt Aggressive Marketing also, as a strategy, but, then they sell unsought, unwanted or artificial-need created goods or services**. For example, Life Insurance Policies, Toys, Cosmetics, Credit Cards, Chocolates, Cadburys, to mention a few.

OBJECTIVE

1. To study critically Unfair Marketing Practices in India

SCOPE

The scope of the Paper is extended to a few selected Marketing Practices only for want of the length of the Paper.

METHODOLOGY

For writing this Paper the following Methodology was followed.

1. Review of literature was done through several books and significant websites in order to develop a better conceptual understanding regarding Unfair Marketing Practices prevalent in India at present (All the details about these books and other websites are given in the section of 'Bibliography', at the end of the Paper.)

2. Various inferences were arrived at after applying logical interpretations based on different facts, learned through review of literature, as mentioned above.

UNFAIR MARKETING PRACTICES IN INDIA

They can broadly be studied under the following four broad heads.

(a) Product

(b) Price

(c) Place

(d) Packaging.

Let us discuss each of these heads one by one in the following lines.

(a) Product

The Unfair Marketing Practices related to Product can be studied under the following three categories.

(i) Product Safety

(ii) Product Quality

(iii) Spurious Products

Let us discuss each of these categories one by one in the following lines.

(i) Product Safety

The consumers buy the products with the belief on the marketer that the products are totally safety in the sense that they would not injure or harm them, at all. In general, the prudent or practical consumer having average Intelligent Quotient may lack technical knowledge which may be really necessary to judge the inherent danger associated with the product or service. At this juncture, it becomes the prime duty and responsibility of the marketer to inform the consumer about the probable danger, if any. For example, Toys, Gas Geezers, Electric Geezers, Drugs, Medicines, Pesticides, etc.

The businessmen should necessarily provide priority to all the Safety issues related with the goods or services and address them quite promptly and regularly. The most businessmen carry the misconception that accidents occur due to product misuse at the hands of the consumers. However, it is not the misuse of the product which results into the accident, but it is the technical illiteracy or innocence on the part of the customer which causes the accident. **The businessmen should certainly attempt to improve the overall level of awareness of the consumers about the inherent dangers which products or services carry.**

(ii) Product Quality

The manufacturer and the marketer should take the responsibility to ensure that the quality of the product sold or the service provided, indeed, stands up to the claims or contentions made by them through advertisements or elsewhere. After the purchase transaction, the consumer should, at least, be satisfied reasonably, if not delighted ideally.

For example, many consumers believe that 'Bottled Water' is purer and safer than tap water. But, the same may not the case with all such kind of water. Many lady consumers trust the claim made by the seller that the saree is shrink-proof. In fact, they may not be the case, at all.

(iii) Spurious Products

As a matter of fact, as it is not impossible but very difficult to control the entry of spurious products in the market, they are easily available in abundant quantity. For example, Bogus Pharmaceutical companies manufactured many drugs meant for common diseases like cold, cough, body ache, Head ache, fever, etc. After chemical analysis it was found out that such drugs were spurious in their nature as their main ingredients were sugar, salt, wheat. As it is clearly evident from these ingredients, they are totally harmless for human body if they are consumed in proper proportion. When such drugs are readily available at economically affordable prices, a consumer tends to purchase them. Thereafter, neither he suffers from any side effect from such a drug nor his disease gets cured. Bogus manufacturing companies are equally well supported by the dealers who indulge in illegal and unethical selling activities in order to earn handsome and quick returns in the form of attractive commission which is triple the regular commission, sometimes. Since all such details about commissions are understood only through informal social communications with the wholesalers, dealers or the traders, such market practices are really very hard to prove for want of acceptable or admissible legal evidence.

Counterfeit suiting is also available in major wholesale markets in India. While the Manufactures undertake tremendous efforts to build a Brand over a period through Massive advertising, Sales Promotion, etc. and also through some other effective techniques of Integrative Marketing Communications, counterfeit fabrics cheaply available tarnish the marketing image of the manufacture before the customers.

(b) Price

There are experienced many Unfair Marketing Practices which are the ultimate result of pricing a product or a service. For example, many consumers unnecessarily perceive that higher prices are always accompanied with better quality of product or service. In the light of this consumer perception, some manufactures hike the product price even of the inferior product so that it can be perceived as superior by the consumers whereby the sales for such product increase and yield more profit to the manufacture.

Furthermore, two or more manufactures fix a specific price for a product or service preferably may not be exorbitant, but, reasonably high or they decide to bid for the lowest price in as contract.

Besides, some companies indulge in the selling practice of **'Predatory Pricing.'** It means charging a price below the cost of production or charging competitively very low price so as to eliminate the competition.

(c) Place

There are experienced many Unfair Marketing Practices which occur because of issues related to distribution of a product. For example, some manufactures insist that a dealer should exclusively deal with the products of its company only. In other words, they do want a dealer to deal with the similar or allied products of other companies, especially the products of the competitors' company.

In order to stock out slow moving consumer goods, some manufactures put a condition to the companies, at the time of entering into a contract in respect of sale of fast moving consumer goods, to purchase slow moving consumer goods.

Sometimes, the buyer is compelled to purchase full line of the products, that is, all the products of a specific product line, when he actually needs only a part of the line. For instance, when the doctor prescribes to a patient only a few tablets to consume for a particular disorder, the chemist does not sell them, rather, insists to buy the full strip, with the fear or justification that the remaining tablets may not be demanded and they may lie unsold.

(d) Packaging

It is the prime duty and responsibility of every marketer to provide accurate and adequate information, about the product to be sold to the consumer, not only through Packaging but also through Labeling. In simple words, such information should be provided without twisting or coloring the same, quite tactfully or

intelligently, because these kinds of, misleading activities on the part of the marketers directly lead to misguidance or misrepresentation. **A consumer's product purchase decision based on incorrect fundamental information mentioned on the package does necessarily not fulfill his purpose or the need of purchase.** Consequently, the consumer gets dissatisfied or discontented. This, in itself, defeats the pure purpose of marketing, as a significant activity, as consumer satisfaction is regarded as of paramount consideration in marketing.

For example, many companies, more often than not, come out with the catchy words such as **'Organic', 'Bio-Degradable', 'Recyclable', 'Environmentally Safe' 'Ayurvedic',** etc., without providing real scientific evidence to back them up. In other words, if strict technical meaning associated with such words is ideally interpreted while confirming the claim or contention of the marketers, unfortunately, it is experienced that the products fail the confirmatory tests on these criteria or the parameters. Moreover, tall and narrow cereal boxes look larger only in the shelves, but not so when they are opened. The different terms used in the advertisements such as **'Large', 'Extra Large', or 'Economy Size'** are meaningless, in true sense of the term and probably the consumers would require a pocket calculator to calculate the relative prices of such packs, in order to realize the difference in existence in the packs, if any.

LIMITATIONS
1. As the study undertaken for writing the Paper is purely of Academic Orientation, only a selected and significant few Unfair Marketing Practices, are covered in the Paper, which are experienced by the consumers, quite frequently**.**

2. As the study undertaken for writing the Paper is purely based on Secondary Data, all the limitations of Secondary Data have direct and deep impact on the Views and Opinions expressed, so also consequently, on the Inferences, arrived at, in the Paper, by the researcher.

SCOPE FOR FUTURE RESEARCH
During the course of the study of this Paper, the researcher found out that there is an ample scope and adequate potential for research in future for the following topics related to Unfair Marketing Practices, Advertising Practices as well as Ethical Practices in India.

1. A Contemporary Study to suggest measures to reduce Unfair Marketing Practices in India.

2. A Critical Study of Unfair Advertising Practices in India

3. A Contemporary Study to suggest measures to reduce Unfair Advertising Practices in India.

4. A Critical Study of Unethical Practices in India.

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A STUDY OF CUSTOMER SATISFACTION IN THE LIGHT OF ENHANCEMENT OF PRODUCT VALUE IN AN INDIAN SCENARIO

ABSTRACT
Prior to finalization of any product purchase decision or service availing decision, a peculiar Indian customer develops a rough idea with regard to its value. After purchase of a product or availing of a service, he checks whether or not the product or service has actually delivered desirable or expected value. Such expectations which a customer develops are indeed the outcome of certain philosophy. Furthermore, fulfillments of customer expectations subsequently lead to Customer Satisfaction. This research Paper studies the Philosophy, thus underlined; moreover, it also studies the methods to enhance the product or service value.

Keywords: Customer Relationship Marketing

SIGNIFICANCE OF THE RESEARCH PAPER IN THE PRESENT INDIAN SCENARIO
Indeed, relationships, in general, are as old as mankind. Earlier, they have been deeply studied by Sociologists, Social Psychologists, Anthropologists, Philosophers, etc. Besides, in past many businessmen and traders relied more on relationships for generation of sales, either immediately or in future, especially, when they were operating on a very small or modest scale.

Furthermore, in the early 1990, the concept of Relationship Marketing was introduced in the sphere of Services Marketing. Basically, Financial Service Institutions, Airlines and other service providers found it profitable to retain and reward existing customers rather than running after new customers. As it has been pointed out by 'Reichheld' It was established that building closer relationships with the customers resulted in better returns to companies through different means like increased utility of company services by loyal customers, changing of price premiums for customized services and referrals by satisfied customers that brought new customers.

In a number of surveys, it is pointed out that only satisfied customers maintain long term relationships with the organization. As a result, each and every organization is attempting, at present, its best to maintain good relations with the customers and retain them for a very long time. On this background, it is, indeed, imperative to study different methods of enhancement of product or service value which consequently leads to customer satisfaction.

RATIONALE OF THE RESEARCH PAPER
The fundamental objective of Customer Relationship Marketing initiatives is to retain right customers. One of the key determinants of Customer Retention is Customer Satisfaction. In order to satisfy the customer, it is necessary to study the methods to enhance the product or service value.

RESEARCH PAPER OBJECTIVES
The following are the objectives of the Research paper

1. To Study underlying Philosophy leading to Development of Customer Expectations in an Indian Scenario.

2. To Study the methods to enhance Product or Service Value

RESEARCH PAPER METHODOLOGY
1. Review of literature through Books and significant Websites to understand the underlying philosophy leading to development of Customer Expectations (The details about the Books and the Websites are given in the section of 'Bibliography', at the end of the Research Paper.)

2. Arriving at inferences after applying logical interpretations based on facts learned through Review of Literature as mentioned above.

DEFINITIONS OF DIFFERENT CONCEPTS DISCUSSED IN THE RESEARCH PAPER
Gronroos has defined the term *'Relationship Marketing'* as to establish, maintain and enhance relationships with the customers and other partners at a profit so that the objectives of the parties involved are met. This is achieved by a mutual exchange and fulfillment of promises.

The term *'Relationship Marketing'* is also defined as the attraction, maintenance and in multi-service organization enhancing customer relationships. Marketing mind set is that attraction of new customer is merely the first step in the marketing as a process.

In the words of *Shani and Chalasani, Customer Relationship Marketing* is an integrated effort to identify, maintain and build up a network with individual consumers and to continuously strengthen the network for mutual benefits of both the sides through inter-active, individualized and value added contacts over a long period of time.

For *Jackson, Customer Relationship Marketing* means marketing oriented towards strong and lasting relationships with individual accounts.

SCOPE OF RESEARCH PAPER
The scope of this research paper extends to all the products purchased or all the services availed by the Indian customer.

PHILOSOPHY LEADING TO DEVELOPMENT OF CUSTOMER EXPECTATIONS
The philosophy leading to the development of customer expectations can conveniently and comfortably be studied under the following four heads.

(a) Experience

(b) Promotional Contentions or Claims

(c) Referral Recommendations

(d) Media

Let us discuss each of these heads one by one in detail in the following lines.

(a) Experience
The Experience, a customer had either with a product or a service, results in creation of certain expectations not only for the present purchases but also for future purchases for the same product or service. After purchase of a product or a service, he judges his level of actual satisfaction which is received from the purchase of a product or the service. If, at all, his present experience from the purchase of a product or availing a service matches with the expected experience, he gets satisfied, automatically or unknowingly. Moreover, if his present experience exceeds his expectations, he gets delighted.

(b) Promotional Contentions or Claims
A customer develops his expectations about the product to be purchased or the service to be availed on the basis of the contentions or the claims which are made either in the advertisement or in any other promotional technique utilized for the purpose of immediate or mediate sale of a product or a service by the manufacturer or the marketer. If, at all, all the claims or the majority of the claims come true after purchase of a product or availing of a service, a customer gets satisfied. Moreover, if a customer receives more gains or benefits which he had not expected prior to purchase of a product or availing of a service, indeed, he gets delighted.

(c) Referral Recommendations
A customer forms his expectations about the product to be purchased or the service to be availed on the basis of vital inputs or other quality recommendations which he gets from his friends, relatives, colleagues or other acquaintances. After purchase of a product or availing of a service, if all or majority of such inputs or quality recommendations proves to be true, through product or service performance, no doubt, a customer gets satisfied. Moreover, if the product or service performance exceeds the inputs or the recommendations, he gets delighted.

(d) Media
All the media are equally responsible for creation of expectations for the product to be purchased or the service to be availed. For example, when a customer reads the product literature or the literature related to specific and unique features associated with a particular service or when he observes service demonstration on either of the T.V. Channels, he develops expectations about the service to be availed. It may necessarily

not be out of place to note over here that comparative contribution of electronic Media (T. V., Inter Net, etc.) in creation of customer expectations about the product to be purchased or the service to be availed is high basically because of the manner in which the products are showcased or the services are demonstrated through these media.

INFERENCE

Only after critical and detail scrutiny of customer expectations, thus formed, as explained above, the marketer would come exactly across the expectations of customers of different market segments as regards a particular product to be purchased or the service to be availed.   As a matter of fact, this phenomenon is not, at all, as simple as it appears in theory, because no two customers belonging to different segments have the same expectations, moreover, these expectations range quite dramatically on a continuum of expectations.

For instance, even if a very short journey of say only four hours is considered from one destination to the other destination, a marketing executive, a senior citizen and a mother or a housewife accompanied by her children have altogether varying expectations from the railway administration. A marketing executive expects that the train should reach on right time so that he can keep his appointment schedule and return to his home town as per the pre-determined schedule. A senior citizen expects comfortable journey, although the train reaches little late, he is not bothered too much because he does not have any fixed schedule of pre-determined appointments to be met. A mother expects enough refreshments during the journey in order to satisfy the hunger or the thirst of her children.

Likewise there may be some other passengers travelling in the train having altogether different expectations which may be beyond the imagination or visualization of the marketer. The requirements of all the passengers belonging to different market segments are expected to be satisfied, may necessarily, not be, fully, but, at least reasonably.

Furthermore, in order to satisfy such unique expectations of different customers belonging to different market segments, a practical and a prudent marketer adopts the strategy of Mass Customization. Those products are offered to the customers, which cater to their exact needs. *In the words of Fornell, Cumulative Customer Satisfaction is the customer's overall evaluation of the accumulated customer experiences with the firm. Boulding et. al. mentioned that transaction specific customer satisfaction is the customer's post –choice evaluation judgment of a specific purchase occasion.*

WAYS TO ENHANCE PRODUCT OR SERVICE VALUE

Organizations need to enhance product or service value constantly, in order to enhance customer value. In fact, enhancement of product or service value helps the organizations to gain competitive advantage in the market and leapfrog ahead of the competition. The following are the methods which are adopted, in general, by the marketers to enhance customer value.

(a) Novel Product or Service Features

(b) Complete Solution

(c) Lessening Cost

(d) Problem Solving

Let us discuss each of these methods one by one in the following lines.

(a) Novel Product or Service Features

The product or service value automatically enhances when innovative or novel features are introduced in the existing product or service. Such innovations or novel features are interpreted by the customers as augmented or additional benefits or advantages. In fact, a customer does not hesitate to pay higher price if he is convinced for the additional benefits or advantages. In this context it should be noted that a customer has time and money, always, for those things which he likes and vice versa. In this connection it should be confirmed that the innovations or novel features, referred to, are, in reality, additional benefits or advantages accruing to the customers. In other words, they should not be merely cosmetic changes cheating, misleading or misrepresenting a customer. For example, Gillette innovates quite consistently different kinds of razors

(b) Complete Solution

The Customer Value enhances when a customer obtains Total Solution and not Partial Solution for his purchase requirement. For example, the advertisements for formerly Departmental Stores or presently molls like 'Everything under one roof' undoubtedly attract additional attention of a customer and unknowingly create curiosity and interest to visit the moll, in order to evade rushing from shop to shop for buying different items, needy as well as luxurious

(c) Reducing Costs

A customer considers enhanced value for a product when the product which was available earlier at a higher price is made readily available at a reduced price, that too, without lessening the peculiar unique features. In this regard, a surprising fact is needed to be admitted that when the prices for the products are lessened, their ultimate sale increases as compared to the sale when the price was high. For example, Air Deccan started its operations with the objective of enabling a middle class person of India to fly. Their positioning punch line was *'Simplifly.'*

(d) Problem Solving

The customer value enhances when a number of problems or difficulties faced by the customers during the course of product or service delivery are resolved finally or conclusively by the organization through design of some smart customer oriented strategies. Such problems or difficulties would definitely be different for different products, services and customers. As a result, there cannot be determined a general marketing strategy in this respect. For example, many bank customers, who were in service, were facing difficulty to go the bank for desirable transactions during bank working hours because their working hours were parallel to the bank working hours. However, when Inter Net Banking and ATM Centers were introduced, difficulties faced by these customers were almost fully overcome.

RESEARCH PAPER LIMITATIONS

Like each and every other Research Paper, this Research Paper also proceeds with the following limitations.

1**.** As the Research Paper study is purely of academic orientation, some sort of adaptation on the prevailing conditions is ideally necessary prior to its practical application.

2. As the Research Paper Study is based on Secondary Data, all the limitations of Secondary Data have direct and deep impact on the inferences arrived at in the Research Paper.

SCOPE FOR FUTURE RESEARCH

During the course of the study of this Research Paper, the researcher found out that there is scope and potential for research in future for the following topics.

1. A study of Customer Development Process in the light of conversion of customers into Partners in an Indian scenario

2. A study of innovative and creative methods to enhance Product or Service Value in an Indian scenario

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A STUDY OF DEVELOPMENT AND CHANGE OF COMPANY IMAGE AND PRODUCT IMAGE IN INDIA

ABSTRACT

*Whenever a consumer purchases a product or service, he purchases an image of the company, selling the product or service. **A Company Image ideally consists of Attitudes, Beliefs, Opinions and Experiences.** The total percentage of purchases, in general, depends to a great extent, on the **Perceptions of Company Image** made by the consumers.*

*In order to ascertain the familiarity with the current Company Image, **Image Research** is highly relevant and essential. Furthermore, every Company needs to develop or build its Image. **This paper introduces the concept of Image Research and studies the Development and Change of Product Image in India over the years.***

Image Research, indeed, provides an invaluable input as sound foundation while arriving at strategic decisions for Marketing Managers. In order to plan, quite strategically, the Product Image, several useful and helpful guidelines must be studied. Some Ingredients briefly highlight their respective practical impact on determination of overall Product Image.

*The best insurance against an unfavorable Company Image is Pre-testing of tactical and strategic moves done by the company in past. Always, it must necessarily be remembered that the **Images, as tangible and elusive, as they are, can not be left to chance**, on the other hand, **they need Skillful and Careful Management.** Moreover, the unfavorable Product Image can certainly be changed by improving the Product Quality which in turn, consists of Product Performance, Product Reliability, Product Service, Generous and Uncomplicated Product Guarantees, etc.*

INTRODUCTION

Whenever, whether the consumer of a household durable or an industrial user, purchases a product or service, in a generic or common sense, he purchases a product or a service, but, in reality, he purchases an image of the company, selling the product or service. ***A Company Image ideally consists of Attitudes, Beliefs, Opinions and Experiences.*** It makes up of an individual buyer's overall final or conclusive impression about a product or service or Organization, proper.

As a matter of fact, an image represents the 'Personality' with which the prospective purchaser can either identify or can not identify a company. The total percentage of purchases, in general, depends to a great extent, on the ***Perceptions of Company Image*** made by the consumers. In other words, the products or services reflect Company Image.

At the same time, the concept of Positioning need necessarily not, at all, be confused or clubbed with the concept of Image Research as there is a fine line of demarcation between these two practical concepts.

RATIONALE OF THE PAPER

Every Marketing Manager of any Company must necessarily have a realistic idea about his Company Image. It is very important for him to evaluate the Company Image, quite appropriately. At this stage, there need necessarily not be either over evaluation or under evaluation of the Company Image. In case, he fails to project the proper Company Image, Sales Forecasting in respect of all the products would miserably fail. In order to ascertain the familiarity with the current Company Image, ***Image Research*** is highly relevant and essential. Furthermore, mere becoming well aware about the real Company Image in is not enough, every Company needs to develop or build its Image. If the developed image is good or socially acceptable among the majority of the consumers, indeed, the same Image needs to be maintained, over a very long period. At times, there may be obstacles or problems in this process, as a result, the Company Image may get tarnished. Thereafter, the Company needs to change the existing Image. ***This paper introduces the concept of Image Research and studies the Development and Change of Product Image.***

SIGNIFICANCE OF IMAGE RESEARCH

In order to realize the significance of Company Image, the example of Gillette Company can be considered. This Company manufactured quality products exclusively for men for a number of years. Thereafter, when the Company introduced a deodorant meant for both men and women, at the start, the women were really very reluctant to consider the deodorant for their personal utility. Their perception was that although it is advertised that the product is intended for both men and women, it is mainly meant for men, moreover, just to boost the sale, it is advertised likewise. Then, the Company stressed the family theme in the advertisement; consequently it could attain the top position in the market, over a period. Had the Company established a separate division or its independent subsidiary, preferably with a different name and for the products exclusively intended for women, it might have met with relatively higher level of product acceptance, even at the start.

This example is self explanatory as it shows the significance of Company Image and its practical impact on the sale of a product. Several such examples can certainly be cited in respect of industrial goods and other utilities also.

OBJECTIVES OF THE PAPER

The Objectives of this Paper are as follows.

1. To introduce the Concept of Image Research in India

2. To Study the Development and Change of Company Image and Product Image in India over the years

SCOPE OF THE PAPER

The scope of this Paper extends to the introduction of the Concept of Image Research and thereafter the study of Development and Change of Company image and Product Image in India over the years

METHODOLOGY ADOPTED

The Methodology adopted for writing this Paper is as follows.

1. The Review of Literature was done through some books and significant websites

   (Secondary Data) in order to:

   (a) Understand the Concept of Image Research in India and

   (b) Study the Development and Change of Company Image and Product Image in India over the years

2. The paper is based on Secondary Data.

SOURCES OF SECONDARY DATA

The sources of Secondary Data collected for this Paper include some Books and other Websites, the details of which are given in the Section, of Categorized Bibliography, which is located towards the end of this Paper.

IMAGE RESEARCH

Image Research, indeed, provides an invaluable input as sound foundation while arriving at strategic decisions for Marketing Managers.

Furthermore, it is ideally governed by the following three vital or decisive questions which can be of great concern for a Marketing Manager, especially at the time of creating as well as maintaining a favorable Company Image.

(a) How does an Image develop?

(b) How is it researched?

(c) How can it be changed?

DEVELOPING COMPANY IMAGE

An image stems from a multitude of factors. A Company Image can either be an outcome of its own efforts or those of its competitors. Also, it can be the result of the choice or Brand Name, symbolism (which

primarily includes logos, Slogans, Jingles, Colors, Shapes, Packaging, etc.) utilized, or any other part of the entire Marketing Effort including Product Design, Pricing and Distribution. For example, Tiger Balm, since its inception has always been packed in hexagonal shaped container with yellow cap. Whenever a consumer sees any package of hexagonal shape with yellow cap, he remembers the Tiger Balm, quite invariably.

A slight change in the color of the product package substantially influences the Image of the product. This point can comfortably be convinced with the help of a very interesting survey. In one of the Classic Packaging Tests, the housewives of a particular locality were actually presented with the identical samples of a new detergent, but, in three differently colored experimental packages, namely blue, yellow and blue with yellow sprinkles. As the constituents of all the packages, irrespective of its color, were the same, the Utility Effects also were ideally expected to be the same. However, to the utter surprise of the researcher, the Utility Effects for the package did vary as per the color of the package.

These Utility Effects were as follows.

(a) The product in the blue package did not possess enough cleaning power.

(b) The product in the yellow package damaged the fabric.

(c) The product in the blue package with yellow sprinkles was just right having enough cleansing power and also it was gentle on the clothes.

Furthermore, in order to plan, quite strategically, the image of a product, several useful and helpful guidelines can really be studied in detail and at depth.

Image Ingredients	Practical Impact
Product Design	Aesthetic Appeal
Product Color	Changes the mood
Product Shape	Product Recognition
Product Package	Connotes Product Value
Product Name	Communicates Central Idea
Slogan, Jingle, Logo	Product Memory Value
Product Advertising	Communication of Product Features and Benefits
Personal Selling	Communication of Customized Product Advantages
Sales Promotion	Interest Stimulations
Product Price	Product Quality
Channels of Distribution	Product Prestige
Product Warranty	Trustworthiness
Prompt Product Service	Immediate or on the spot Response and Buying Convenience
After Sales Service	Substantiation of Product Support

As it is clearly evident from the list of Image Ingredients, as it is exhibited in the above table, all the ingredients are well within the control of the Company. These ingredients briefly highlight their respective practical impact on determination of overall Product Image. .

CHANGING AN IMAGE
After realizing the prime significance of Company Image, in practice, a serious question may crop up, at this juncture, as to whether or not, an image once formed can be changed or is it permanent in its nature and practical consequence. In this connection, the selected review of literature points out that the change in an existing image is, indeed, possible, but, it is, no doubt, a very slow as well as expensive process which requires Considerable Patience, Reasonable Skill and Long-Term Commitment. The best insurance against an unfavorable Company Image is Pre-testing of tactical and strategic moves done by the company in past. Always, it must necessarily be remembered that the *Images, as tangible and elusive, as they are, can not be left to chance*, on the other hand, *they need Skillful and Careful Management Decision.*

Moreover, the unfavorable Product Image can certainly be changed by improving the Product Quality which in turn, consists of Product Performance, Product Reliability, Product Service, Generous and Uncomplicated

Product Guarantees, etc. The overall Product Quality, in fact, in its broadest practical application, extends to each and every Controllable Image Ingredient.

INTROSPECTING AND ASCERTAINING PRESENT IMAGE

The following is the checklist consisting of certain questions with the help of which a Marketing Manager of any company can introspect and ascertain the present Company Image and Product Image.

(a) Does a Company have an image, at all? (Is a Company well-enough known?)

(b) What are the exact Company Image and Product Image, at present, in the contemplation of Existing Consumers and Potential Customers?

(c) Are the prevailing Company Image and the Product Image Positive or Negative?

(d) Are the Company Image and the Company Activities are consistent with each other?

(e) Are the perceived Images about the Company and the Product accurate?

(f) What do the Company Image and Product Image suggest?

(g) What are the statuses of the Company Image and the Product Image in comparison with the Competitors Image and Competitors Product Image respectively?

(h) Does the present, either the Company Image or the Product Image, require proper maintenance or immediate improvement?

(i) How to maintain or improve the Company Image or the Product Image?

The Honest assessment of all such questions would definitely help a Company to ascertain its current Market Image and Product Image. Moreover, depending upon the replies to these questions, a marketing Manager can chalk out a strategy either to maintain the existing Market Image and Product Image or to design some other strategies to improve the undesirable state of Company Affairs.

INFERENCE

On the basis of Selected Literature Review, Researcher's Personal Experiences and Observations regarding several Company Images as well as Product Images, the Researcher would like to infer as follows.

1. Favorable Company Images as well as Product Images, no doubt, serve to attract Investment, Talent and Buyers.

2. A favorable Company Image would attract easier credit inflow.

3. A favorable Company Image can certainly attract the best talent from the community, at large.

4. A favorable Company Image can surely make Company Products and Services, stand out, which are otherwise indistinguishable, in the market.

5. A favorable Company Image and Product Image collectively help to boost the sales of a Company.

6. A favorable Company Image allows a Company to enjoy Competitive edge.

   (It may necessarily not, at all, be out of place to point out over here that enjoyment of a Competitive Edge for any Company is highly significant beneficial and essential in the ever increasing Competitive era, especially when the current market trend is characterized by Cut-Throat Competition. *In the words of Philip Kotler, Poor firms ignore their Competitors, Average firms copy their Competitors and the Winning firms lead their Competitors).*

7. A favorable Company Image can either acquire or maintain the Goodwill or the Market Reputation of a Company.

LIMITATIONS OF THE PAPER

1. As the study for this paper is purely based on Secondary Data, all the limitations of Secondary Data have direct and deep impact on the various views formed and inferences arrived at by the Researcher in this paper related to Image research in India.

2. The study for this Paper is purely of academic orientation solely based on secondary data. Therefore, some level of adaptation may be required in practical decision making situations regarding Image Research in India.

3. The list of Image Ingredients mentioned in the paper is not exhaustive, but, suggestive and indicative in its practical nature. Only those ingredients were covered in this paper which were utilized quite commonly and repeatedly, by the companies in the past.

4. The checklist (Consisting of certain questions with the help of which a Marketing Manager of any company can introspect and ascertain the present Company Image and Product Image) is not exhaustive, but, suggestive and indicative in its practical nature.

SCOPE FOR FUTURE RESEARCH

During the course of the study of this Paper, the researcher found out that there is an ample scope and adequate potential for research in future for the following topics related to Company Image Research and Product Image Research, in India.

1. A study of Impact of Change in Company Image and Product Image for different Companies in India

2. A study of impact of Change in Company Image and Product Image for selected Companies in last three decades in India

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A CONCEPTUAL STUDY OF INGREDIENT BRANDING

ABSTRACT

As the name implies, an Ingredient Brand is a component or an ingredient of a product which has its own, specialized and unique identity. It is a brand within a brand. It makes the invisible ingredients or components those are associated with a product quite visible in the minds of the consumers. It is a Management Tool utilized to achieve Product Differentiation and create sustainable Competitive Advantage. Brand Cooperation can be accomplished in many ways of Co-branding; in fact, Ingredient Branding is one of the forms of them. According to **Philip Kotler and K. L. Keller** *Ingredient Branding is strategic Brand Management for materials, components, parts, services, etc. In the words of* **Baumgarth and Carsten***, Ingredient Branding is the Brand Policy (Goals, Strategies and Instruments) concerning a branded object (Necessary condition) of materials, components or parts (Raw Materials, Component Materials or Component Parts) that represents a brand for the respective target group (Sufficient condition).*

As compared to other core concepts of Marketing Management, this concept is of recent origin. Still, it has developed into a powerful concept for Ingredient Manufactures within a short time. However, its overall relative level of awareness among the Academicians, Field Experts, Manufactures and the Marketers is relatively low. In fact, Intense Competition, Globalization and Penetrated Consumer Preferences are some of the peculiar features of current market environment. *Moreover, for the marketers, it is increasingly becoming more difficult to market to a specific consumer segment. On this background, Ingredient Branding undoubtedly provides a different and better way to increase the sale of the products.*

Consumer Brands can use InBrands to enhance their **Brand Recognition** *as consumer brand companies can create their own* **Self Ingredient Brands** *to communicate their advanced component offerings in the final stage, technically termed as* **Reverse Ingredient Branding.** *The consumer would surely accept InBrands whenever their functional features would provide them with augmented benefits for the usage and product enjoyment. Ingredient Branding appears to be one of the most promising ways for the companies to achieve firstly, desirable Product Differentiation and consequently, Product Preference.*

This Paper is an honest attempt to develop better conceptual understanding about Ingredient Brands as a Marketing Concept.

Keywords: Reverse Ingredient Branding, Brand Extension, Brand Cooperation, Brand Recognition.

INTRODUCTION

As the name implies, an Ingredient Brand is a component or an ingredient of a product which has its own, specialized and unique identity. In marketing, Ingredient Branding means creation of a Brand for an ingredient or a component of a product in order to project high quality or performance of the specific ingredient. It enjoys a peculiar position in the field of marketing as it can not be clearly allocated to either industrial or consumer goods marketing. An Ingredient Brand is a well known brand with well known qualities. It includes a component or feature of another brand or product so as to enhance consumer perceptions and marketability of that brand or product.

In other words, an Ingredient Brand is a brand within a brand. It makes the invisible ingredients or components those are associated with a product quite visible in the minds of the consumers. For example, Tetra Pak, a Machine Builder became a household name in packaging. The unique Ingredient Brand was its tetrahedron shape of packaging and film quoted material to make it all weather proof requiring no refrigeration, whatsoever. In-Branding is, in fact, a Multi-Level Marketing method to be strictly distinguished against other Single-Level Marketing Methods. It is one of the significant Management tools which are utilized by the companies to achieve Product Differentiation and create sustainable Competitive Advantage. Furthermore, Brand Cooperation can certainly be accomplished in a number ways of Co-branding, in fact, Ingredient Branding is just one of the forms of them.

RELEVANCE OF THE TOPIC IN THE PRESENT MARKETING SCENARIO

Although Ingredient Branding, as one of the Management Tools is in existence since last several years, especially as compared to other core concepts of Marketing Management like New Product Development(N.

P. D.), Product Life Cycle (P. L. C.),Marketing Mix, to mention a few, this concept is of recent origin. Still, it has developed into a powerful concept, particularly, for Ingredient or Component Manufactures within a very short span of time.

Therefore, its overall relative level of awareness among the academicians, other experts of the field, manufactures and the marketers is relatively low, at present. So also, the relevant or pertinent literature on this topic is not abundantly available. As a result, the Research work done on this topic is also less. On this background, the researcher is of the honest opinion that more research on this topic is of high relevance and significance, especially, right now. Thus, this Research Paper is the ideal or the pressing need of the hour as it is a positive step undertaken to bridge the necessary paucity, at an early date.

OBJECTIVE
The following is the objective for this Paper.

1. To develop Conceptual Understanding of Ingredient Branding

METHODOLOGY
For writing this Paper the following Methodology was followed.

1. Review of literature was done through several books and significant websites in order

   (a) to develop a better conceptual understanding of Ingredient Branding

   (b) to understand the difference between Brand Extension and Ingredient Branding.

   (All the details about these books and other websites are given in the section of 'Bibliography', at the end of the Paper.)

2. Various inferences were arrived at after applying logical interpretations based on different facts, learned through review of literature, as mentioned above.

SCOPE
The scope of the Paper is strictly restricted to the development of Academic Conceptual knowledge of Ingredient Branding. The leading Case studies and inspiring Success Stories, pertaining to the Industries those have already applied the concept of Ingredient Branding in their Marketing Operations or Functions; have deliberately been kept beyond the scope of this Paper for want of length.

DEFINITIONS OF 'INGREDIENT BRANDING'
At the start, in order to develop a better conceptual understanding regarding 'Ingredient Branding', indeed, it is quite imperative to study a few selected definitions of different terms used in the Research Paper.

Pfoertsch, W., and Schmid, M. have defined the word 'InBranding' as the making or labeling of components or other industrial goods.

According to *Philip Kotler and K. L. Keller* Ingredient Branding is strategic Brand Management for materials, components, parts, services, etc.

In the words of *Baumgarth and Carsten*, Ingredient Branding is the Brand Policy (Goals, Strategies and Instruments) concerning a branded object (Necessary condition) of materials, components or parts (Raw Materials, Component Materials or Component Parts) that represents a brand for the respective target group (Sufficient condition).

CONCEPT OF INGREDIENT BRANDING
It is a well established fact over a period that consumers are always ready and willing to pay more for any Branded Product. The underlying philosophy for this universal phenomenon may either be Market Reputation as a Social Status Symbol or Superior Workmanship or Durable Quality, etc. e.g. Sony, Mercedes-Benz, to mention a few.

In general, in past, the manufactures, especially of consumer durables, proceeded with the hypothesis that a branded durable would definitely last relatively for very long in any market. However, of late, there is a tendency on the part of the consumer durable manufactures to brand the ingredients themselves, contained in

the product itself. This implies that the manufactures believe that the product is indeed a bundle of ingredients.

Therefore, they not only advertise but also capitalize and enjoy adequate advantage of those product ingredients which are actually liked and desired by the consumers. As a result, Ingredient Branding is gaining a novel dimension, at present. Besides, Consumer Brands can use InBrands to enhance their **Brand Recognition** as consumer brand companies can create their own **Self Ingredient Brands** in order to communicate their advanced component offerings in the final stage. In technical terms, it is called as **Reverse Ingredient Branding.**

As a matter of fact, Intense Competition, Globalization and Penetrated Consumer Preferences are some of the peculiar features of current market environment. Moreover, for the marketers, it is increasingly becoming more difficult to market to a specific consumer segment. On this background, Ingredient Branding undoubtedly provides a different and better way to increase the sale of the products.

In the Research Paper titled 'The Effects of Ingredient Branding Strategies on Host Brand Extendibility' authored by Desai K. K. and Keller K. L., it is pointed out that educated customers appreciate products with branded ingredients. In another Research Study conducted by Havenstein M, it is shown that educated customers are willing to pay higher price for an ingredient Branded product.

However, there is an ideal requirement of fulfillment of certain conditions for Ingredient Branding to be effective. The ingredient or the component should be highly differentiated; also, it should create sustainable value for the customer. Furthermore, it should be central to the functional performance of the product. The product should seek a high-branded value in the contemplation of a customer. Moreover, the product should be complex assembled from different ingredients supplied from many firms which may sell the ingredients separately.

Ingredient Branding can also create consumer demand. When a company can demonstrate the superior performance of an ingredient or a component, the consumer is logically more likely to request the company for existence of the same ingredient or a component in the product, proper. The consumer would surely accept InBrands whenever their functional features would provide them with augmented benefits for the usage and enjoyment of the product. In practice, as an interesting observation, the two words, namely, Components and Ingredients are roughly used interchangeably as synonyms of each other. If a company does not listen to the inner voice of a consumer likewise or it insists on the alternative or the substitute for the desired ingredient or a component, there is, no doubt, a possibility of losing a good consumer because thereafter he is likely to approach another competing company which can provide the desired ingredient or the component in the product.

Moreover, it is observed that different companies have undertaken tremendous efforts to develop product preference in the eyes of the consumer through differentiation in the practical form of many Product Improvements and Innovations, Provision of Augmented Consumer Services, relatively more reliable Delivery, reduced Prices, to mention a few. In-spite of undertaking such herculean efforts, the average level of Profitability has not registered substantial rise, over a last decade or so. Thus, at such a crucial and critical juncture, Ingredient Branding appears to be one of the most promising ways for the companies to achieve firstly, desirable Product Differentiation and consequently, Product Preference. Ever increasing branding efforts include besides components, manufactured parts and services also. Moreover, practical applications of Ingredient Branding lead to more sophisticated applications, but, they have gained more complexity.

RELATIONSHIP BETWEEN BRAND EXTENSION AND INGREDIENT BRANDING
In order to understand the relationship between Brand Extension and Ingredient Branding, the researcher has done **Selected Literature Review,** the details of which are as follows.

The fundamental concept of Brand Extension is different from the concept of Ingredient Branding. Therefore, these two concepts of Brand Extension and Ingredient Branding need necessarily not, at all, be confused with each other, as they deserve different strategic attention.

In general, Brand Extension takes place for a number of obvious reasons. It helps in making a specific Brand a 'Super Brand' in the minds of the consumers, in acquiring instant Brand Recognition, in leverage the strength of the existing Brand to new additions. Also, it leads the benefits of Premium Brand. At the same time, it is an interesting to note that Brand Extension is another way to capitalize on the power of Ingredient Branding. *In a Research Paper titled, 'Ingredient Branding: A Strategy Option with Multiple Beneficiaries Strategies', authored by Rooney J. A, it is mentioned that the two Strategies namely, Ingredient Branding and Brand Extension are most commonly used in practice, in order to maximize Brand Potential.* Moreover, it would really be more appropriate to state that Ingredient Branding is a more recent strategy which fits more precisely under the umbrella of Co-branding. In simple words, *using Ingredient Brands as a Brand Extension Concept* for host brands *is the lone way to use the power of Ingredient Brands,* in practice.

In another Research Paper authored by Havenstein, McCarthy, M. S, and Norris, D. G., titled 'Improving Competitive Position using Branded Ingredients', it is illustrated exactly contrary to the earlier researches that Ingredient Branding offers a potential for successful Brand Management and increased profits for the companies along with product offerings that create added value for the customers. Furthermore, in the opinion of Desai and Keller, if a customer knows and understands the functions, features and the benefits of an Ingredient or a Component, he or she will pay more attention to this offering and if it creates a unique product offering, this can lead to loyal and profitable customer relationships.

SELECTED INDUSTRIES WHICH APPLIED INGREDIENT BRANDING
The following is the list of those Industries which have already applied the concept of Ingredient Branding in their Marketing Operations or Functions.

1. Bitrex
2. Digital Light Processing
3. Dolby
4. Intel
5. Makrolon
6. Microban
7. Schott Ceran
8. Shimano
9. Teflon
10. Tetra Pak

LIMITATIONS
Like each and every Paper, this Paper also proceeds with certain limitations which are as follows.

1. As this study is purely of academic orientation, some sort of adaptation to prevailing condition is ideally necessary before its application in practice.

2. As this Study is based on Secondary Data, all the limitations of Secondary Data have direct and deep impact on the inferences arrived at in this Paper.

3. The leading Case studies and inspiring Success Stories, pertaining to different Industries those have already applied the concept of Ingredient Branding in their Marketing Operations or Functions are not covered in this Paper for want of length.

SCOPE FOR FUTURE RESEARCH
During the course of the study of this Paper, the Researcher observed that there is an ample scope and wide potential for the following subject for future research.

1. A Study of selected Industries which applied the concept of Ingredient Branding in their Marketing Operations and Functions.

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A STUDY OF COMMUNICATION CHALLENGES BEFORE A RURAL MARKETER IN INDIA

ABSTRACT

The Rural Marketing is growing not only in style but also in size especially in the post Green Revolution period. The marketing in Rural regions in India necessitates better understanding of the local culture and segments. The Census of India defines Rural area as any habitation with a population density of less than 400 per sq. Km. It is observed, especially, of late, that disposable income of a Rural consumer in India is increasing day by day; besides, his behavioral attitudes are undergoing drastic changes and his intense desire not only for branded but also for non branded products is increasing, quite rapidly, with the passage of time. On this background of Rural consumer in India, it is necessary to study, Communication Challenges before a Rural Marketer in India.

The Communication Challenges before a Rural Marketer in India are Low Literacy Level, Poor Infrastructural Facilities, Unique Media Habits, Lack of Research Data, Selective Attention and Retention of Advertising Message, Linguistic and Socio-Cultural Differences, Joint Families and Strong Kinship Ties and Situation Based Leisure Activities. Prior to designing of Communication Strategies for Rural Regions in India, it is, indeed, essential to study these burning challenges before the Rural marketer in India, as on today, so that the communication can certainly be highly convincing and effective.

Keywords: Communication Challenges, Unique Strategies.

INTRODUCTION

The Rural Marketing is growing not only in style but also in size especially in the post Green Revolution period. The marketing in Rural regions in India necessitates better understanding of the local culture and segments. A large number of transactions can be categorized as a part and parcel of Rural Marketing. For example, Marketing of Agricultural Inputs, Marketing of products manufactured in urban areas but sold in Rural areas, Marketing of products manufactured in Rural areas and sold in urban areas, Manufacturing of products manufactured in Rural regions and sold in Rural regions.

Moreover, the Rural Market can be classified in the same way as that of urban markets like Consumer Market, Industrial Market and Services Market. The major hurdles in tapping the Rural Markets in India, at present, are High Distribution Costs, High Market Development Expenditure, Inability of a small retailer to carry stock without adequate credit facility, Wholesale and Dealer Network Problems, Mass Communication and Promotion Issues, Lack of Banking and Credit Facilities, Overall Management and Sales Management Obstacles, Lack of Market Research, Inadequate Infrastructure Facilities, Highly Dispersed and thinly populated markets, Low per Capita Income, Poor Standard of Living, Social, Cultural and Economic Backwardness, Low level of Exposure to different Product Categories and Brands, to mention a few.

Definitions

The Census of India defines Rural area as any habitation with a *population density of less than 400 per sq. Km*. The FMCG Companies define Rural as any place where there is *population of 20,000 or less.* The durable and agri-input companies define Rural as any place where there is *population less than 50,000.* Rural area is also defined as that which is not urban. The urban area includes all the locations having a Corporation or Municipality, Cantonment Board or the notified town or the area. It also includes a location where the *minimum population is 5,000 or at least 75 % of the male work force is engaged in non-agricultural activities and a population density of more than 400 per Sq. Km.*

RATIONALE OF THE PAPER IN THE PRESENT MARKET SCENARIO

The Rural Market of India with its vast size and demand base undoubtedly offers great opportunities to the manufactures and marketers in India. Majority of the Indian population live in rural regions and substantial national income is generated from there. Moreover, rural markets form an integral part of the total market of India. Therefore, it is, indeed, imperative to study at depth the communication strategies for rural markets in India so that the Advertising Message can not only be properly structured but also be subsequently delivered.

It seems justifiable, at this stage, to highlight the precious principle of Communication that the communication of the message is complete only when the receiver of the message understands the same in

the same sense as the sender intends. Furthermore, if the message is not understood properly or correctly by the receiver, the result can either be no action or a wrong action. Both these phenomena are neither desirable nor beneficial for the sender of the message. This implies that *prior to designing of Communication Strategies for Rural Regions in India, it is, indeed, essential to study the burning challenges before the Rural marketer in India,* as on today. The Communication Strategies for Rural Regions in India can certainly not, at all, be the same as those in the urban markets in India, definitely, for a number of understandable and undisputable reasons.

Moreover, it is relatively quite difficult to understand the peculiar behavioral nature of a Rural consumer in India. No doubt, a lot of research is being conducted on this topic, right now. It is observed, especially, of late, that disposable income of a Rural consumer in India is increasing day by day; besides, his behavioral attitudes are undergoing drastic changes and his intense desire not only for branded but also for non branded products is increasing, quite rapidly, with the passage of time. On this background of Rural consumer in India, it is necessary to study, Communication Challenges before a Rural Marketer in India.

OBJECTIVE
The following is the Objective of this Paper.

To Identify Communication Challenges before a Rural Marketer in India

SCOPE
The Scope of this Paper extends to the Identification of Communication Challenges before a Rural Marketer in India, at present.

METHODOLOGY
The following Methodology was adopted for writing this Paper.

1. The Review of Literature was done through several Books and significant Websites (Secondary Data) in order to learn different communication challenges before a Rural Marketer in India.

2. The paper is based on Secondary Data.

SOURCES OF SECONDARY DATA
The Sources of Secondary Data include Books and Websites, related to Rural Marketing, the details of which are given in the Section, of Categorized Bibliography, which is located at the end of this Paper.

COMMUNICATION CHALLENGES BEFORE A RURAL MARKETER IN INDIA
In order to tap very vast and ever expanding Rural Market in India, those companies which are actually interested in dealing with Rural Markets are really required to design highly proactively effective Communication Strategies after sincerely and seriously taking into consideration all the following challenging factors which are associated with or inherent in such a dealing, especially, at present.

1. Low Literacy Level

2. Poor Infrastructural Facilities

3. Unique Media Habits

4. Lack of Research Data

5. Selective Attention and Retention of Advertising Message

6. Linguistic and Socio-Cultural Differences

7. Joint Families and Strong Kinship Ties

8. Situation Based Leisure Activities

Let us discuss each of these challenging factors in detail, one by one, in the following lines.

1. Low Literacy Level
Overall low level of literacy is, indeed, one of the major limiting factors in practically effective and desirable reach of print media in Rural Markets in India. Relatively, very very low percentage of Rural Population is exposed to press, especially in the states of

U. P., M. P, Bihar, Rajasthan, etc., in India. However, at the same time, there is a slight increase in such a percentage in Orissa, West Bengal, Karnataka and A. P. Of course, in Kerala, as an exception, there is a press exposure to the extent of more than 60 %. In other words, it is neither advisable nor desirable to think in terms of Print as a practically effective media while designing communication strategies in Rural Markets in India.

2. Poor Infrastructural Facilities
It is quite difficult to access Rural Markets in India particularly because of very Poor Infrastructural Facilities like *Perennial Roads, Postal or Courier Services, Lack of Mobile Network Coverage, Defective Quality of T. V. Signals*, in turn, due to low voltage and instable power supply, etc.

3. Unique Media Habits
In most of the villages in India, the *reading even of a News Paper is indeed secondary* in its nature. Household newspaper subscription like urban areas is almost non-existent. Dailies are subscribed mainly at grocery shops or hotels where they may be highly restricted or selective access. *Magazines and other literature are generally not read* by the rural consumers.

4. Lack of Research Data
Although NCAER conducts regular research and publishes its findings as regards several rural regions of India, the significant decisions arrived at based solely on such findings are not, at all, experienced encouraging. Therefore, decision making about message and media mix are more often than not, dependant on feedback obtained from sales force, retailers as well as distributors.

5. Selective Attention and Recall of Advertised Message
Full fledge attention is really hardly paid by the manufactures in India to the rural regions exactly contrary to urban regions. Rural reach of such manufacturers is observed incidental and not, at all, intentional, in practical nature. Only those messages which create an interest and arouse curiosity for rural consumers are selectively attended to by the consumers. Naturally, the number or the proportionate percentage of such sensible messages is relatively very less in rural regions in India.

However, the *products and services which are advertised in these areas are not systematically and tactfully emphasized even over a few miles, especially in the interior rural environment.* Undoubtedly, this diverts the attention of a rural consumer on products or services of the leading competitors. At times, their purchases, especially of luxurious items, may be postponed even up to a fortnight, provided a consumer recalls the advertisement.

It need necessarily not be out of place to point out over there that; as it is said in respect of human Memory, that it is very short. Several Observations in this regard have already revealed that a human being remembers only those things for which he pays adequate attention, that too, with full concentration. In other words, it is not expected out of a rural consumer in India to pay such an attention on the advertisements those are released.

6. Linguistic and Socio-Cultural Differences
Mass media messages only in either of the languages do not seem work in rural regions in India especially because of very vast and ever changing and increasing differences in linguistic and socio-cultural norms, from region to region. As far as the scope of the Rural Market of India is concerned, in all there are twenty four major languages and at the same time, there are many more other languages which are only spoken.

On this background, indeed, *it is a challenging task for any marketer to customize or individualize the message in a language that would clearly be understood by the targeted Rural Consumer, unless he knows or until he learns the local language of that particular Rural region, quite well.* Moreover, in rural regions of India, Cultural and Social norms differ very drastically from region to region. This undoubtedly adds to the existing rural marketing complexities.

7. Joint Families and Strong Kinship Ties
People living in Rural regions of India live in joint families as against people living in urban regions in India. Also, there is high intensity of Inter-Personal Interaction due to strong kinship ties, among People living in

Rural regions of India. Male family members not only act as information diverters, there, but they are also the influencers as well as the buyers of the products and services. Almost all the *female members depend on their male counterparts for information regarding various products and services and their subsequent purchases*. This scenario, no doubt, does pose serious problems before the rural marketers for reaching up to the female consumers particularly, in respect of *products exclusively meant for them.*

8. Situation Based Leisure Activities

In Rural regions in India, daily routines revolve mainly around agricultural activities. For such activities, there are no fixed timings, at all. A rural farmer may require working, sometimes, at night or even overnight or at very odd hours of the day or night. Thus, *it becomes very difficult to find out available time slot for release of an advertisement in a particular medium, as leisure activities are actually situation based.*

RESEARCH PAPER LIMITATIONS

Like every other Paper, this Paper also proceeds with the following limitations.

1. As the present Study is strictly of Academic Orientation, some sort of adaptation to prevailing market conditions is naturally necessary prior to their practical application.

2. As this study is based on Secondary Data, all the limitations of Secondary Data have direct and deep impact on the Researcher's Views and Opinions.

3. The challenges before a Rural Marketer, explained in this Paper, are strictly restricted to the area of Rural Communication only, for want of length.

SCOPE FOR FUTURE RESEARCH

During the course of the study of this Paper, the researcher found out that there is an ample scope and adequate potential for research in future for the following topics related to Ethical Issues in Marketing Research in India.

1. A Study of Communication Strategies for Rural Markets in India

2. A Study of Classification and Effectiveness of the Sources of the Advertisement Message for Rural Markets in India

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A COMPARATIVE STUDY BETWEEN MARKETING INTELLIGENCE SYSTEM AND MARKETING INFORMATION SYSTEM IN INDIA

ABSTRACT

The term 'Marketing Intelligence' refers to the information, relevant to the Company Markets, gathered and analyzed specifically for accurate and confident decision-making in determining strategies in different marketing areas like Market Opportunity, Market Penetration Strategy, Market Development, etc. Marketing Information System is a combination of both Human and Computer based resources that results in Collection, Storage, Retrieval, Communication and Use of Data for the purpose of Efficient Management of Operations and Business Planning.

*The four cornerstones of Market Intelligence Systems are **Competitor Intelligence, Product Intelligence, Market Understanding and Customer Understanding**. There are four major Components or Divisions of Marketing Information System, viz., **Internal Marketing Information, Marketing Intelligence, Marketing Research and Operations Research**.*

*The two systems, namely, Marketing Intelligence System and Marketing Information System help a Company, quite interactively, to build its image in the contemplation of the Internal Customers of the Company (Employees) and other Stakeholders like Customers, Share Holders, Auditors, Financial Institutions, Government Authorities, Public at large, etc. Consequently, that helps a Company to excel in the business market, over a period. Furthermore, the difference between these two systems can be studied on the basis of the following three main factors, namely, **Nature and Operation of the System, Facilitation and Evaluation Criteria**.*

This Paper not only deals with the core concepts of Marketing Intelligence System and Marketing Information System but a Comparative Study is also put forth in this paper between Marketing Intelligence System and Marketing Information System.

Keywords: Competitor Intelligence, Customer Understanding, Marketing Research and Operations Research.

INTRODUCTION

Marketing Intelligence System is the most frequently utilized system by the Corporate, out of some other Marketing Systems, like Marketing Information System, Marketing Decision Support System, etc., The term 'Marketing Intelligence' refers to the information, relevant to the Company Markets, gathered and analyzed specifically for accurate and confident decision-making in determining strategies in different marketing areas like Market Opportunity, Market Penetration Strategy, Market Development, etc.

Marketing Intelligence is a Corporate function in which the Corporate utilize information, collected through Marketing Intelligence, favorably in such a manner that their businesses are benefited. Moreover, sometimes this information provides the best cues to develop better market insights to support strategic decision-making. The insight, thus developed, guides the Companies to develop emerging strategies in the spheres of Technology Analysis, Competitor Analysis or Strategic Analysis, etc.

To manage a Business well is to manage its future and to manage its future is to manage Information. Information constitutes a critical resource in the Marketing System. Marketing Information is the lifeblood of Marketing. Marketing Information System is a System which converts Data into Information and Communicates that Information in appropriate form to the Managers, at all levels and in all functions in order to enable them to make timely and effective Decisions for Planning, Directing and controlling the activities for which they are actually responsible. Marketing Information System is a combination of both Human and Computer based resources that results in Collection, Storage, Retrieval, Communication and Use of Data for the purpose of Efficient Management of Operations and Business Planning.

RATIONALE OF THE PAPER

The Market Information is really not readily available, but, it is needed to be inferred, quite intelligently, with the help of a number of sources which are eventually readily available. Furthermore, mere inference of

such information, in itself, is not enough, yet, it is needed to be interpreted, quite tactfully. Thereafter, this information is needed to be utilized at an appropriate moment at a market place, that too, in the best interest of one's own company whereby, the leading competitors would certainly not be in a position to dominate the market.

This Paper not only deals with the core concepts of Marketing Intelligence System and Marketing Information System but a Comparative Study is also put forth in this paper between Marketing Intelligence System and Marketing Information System. This study would help to simplify as to how to gather Intelligent Marketing Information and apply in practice, at an appropriate hour.

The two systems, namely, Marketing Intelligence System and Marketing Information System help a Company, quite interactively, to build its image in the contemplation of its Internal Customers (Employees) and External Customers. (Stakeholders). Consequently, this helps a Company to excel in the business market, over a period. ***Thus, it is essential to undertake a comparative Study between Marketing Intelligence System and Marketing Information System.***

OBJECTIVES

1. To develop Conceptual Understanding of Marketing Intelligence System and Marketing Information System in India

2. To Study Comparatively Marketing Intelligence System and Marketing Information System in India

SCOPE

The scope of this Paper extends to the development of Conceptual Understanding of Marketing Intelligence System and Marketing Information System. It also extends to a Comparative Study of Marketing Intelligence System with Marketing Information System in India.

METHODOLOGY

1. The review of literature was done through several books and significant websites (Secondary Data) in order to:

(c) Develop the Conceptual Understanding of Marketing Intelligence System and Marketing Information System in India and

(d) Ascertain different points of distinction between Marketing Intelligence and Marketing Information system in India

2. The paper is based on Secondary Data.

SOURCES OF SECONDARY DATA

The Sources of Secondary Data include Books and Websites, related to Marketing Intelligence System and Marketing Information System.

CORE CONCEPT OF MARKETING INTELLIGENCE SYSTEM

The concept of Marketing Intelligence is borrowed from the Military Science for its application in the field of Marketing. In Military, the Marketing Intelligence Department gathers detail information about the enemies, especially their strategies for future attack and other lines of future action, etc. In the field of Marketing, the Competitors, particularly the leading Competitors are regarded as enemies and Market Place is regarded as War-front. Thus, any piece of information related to the leading Competitors, mostly information about their future Marketing Strategies and allied lines of future actions is interpreted as an Intelligent Information.

Marketing Intelligence System is concerned with the provision of a broad view of a specific market to the Company after utility of existing Information Sources. This Information guides a Company about Marketing Issues, Product Potential and as to what is happening at a market place at a particular time.

Marketing Intelligence System helps a company in identifying variables through gathering and analyzing data, development of a better insight about the level and the extent of the competition, thorough market

study, understanding customers, making decisions about strategies related to Market Segmentation, Target Market positioning, Product Life Cycle and Marketing Mix, etc.

The four cornerstones of Market Intelligence Systems are Competitor Intelligence, Product Intelligence, Market Understanding and Customer Understanding. Each of these areas can be a discipline in and of itself. However, their true power comes from the integration of all four of these disciplines.

The representative questions that Market Intelligence can address after knowing the activities of competitors are as follows. :

(a)   Where should the Company deploy more Resources?

(b)   Which Markets should the Company try to infiltrate next?

(c)   Are there Patterns to what the best Customers buy?

(d)   Which Products could be Cross-Marketed to existing Customers?

(e)   Into which Demographic Segments should the Company push new and existing Products? Etc.

Practical Connectivity of Marketing Intelligence System with Marketing Information System
After the utility of either one or all the sources of Marketing Intelligence, either simultaneously or alternatively, undoubtedly, in depth and detail Market Information which is technically termed as Intelligent Information is gathered. This information can then suitably and conveniently be used in Marketing Information System of the Company. Such information can thereafter be disseminated throughout the organization with the objective to have a holistic Marketing Culture. Moreover, the two systems, namely, Marketing Intelligence System and Marketing Information System help a Company, quite interactively, to build its image in the contemplation of the Internal Customers of the Company (Employees) and other Stakeholders like Customers, Share Holders, Auditors, Financial Institutions, Government Authorities, Public at large, etc. Consequently, that helps a Company to excel in the business market, over a period.

MARKETING INFORMATION SYSTEM

Definitions
Before proceeding with the definitions of the word 'Marketing Information System', proper, it is worthwhile to note that *in a book titled 'M. I. S. Management Decisions' authored by Raymond J. Colman and M. J. Riley, in all, there are sixteen definitions of the word 'Marketing Information System.'* In fact, although it is significant, it is irrelevant to put forward all these definitions, over here, for want of space. However, a few definitions can certainly be mentioned in order to bring in more clarity about the said concept.

Marketing Information System is defined by *K. Cox and R. Good, as a set of Procedures and Methods for the Regular and Planned Collection, Analysis and Presentation of Information in making Marketing Decisions.*

William Stanton has defined the word Marketing Information System as *an Ongoing and Organized set of Procedures and Methods which are deigned to Generate, Analyze, Disseminate, Store and Retrieve Information for use in making Marketing Decisions.*

In the words of *T. Lucey, Marketing Information System is a set of Human and Capital Resources within an Organization which is responsible for collection and processing of data to produce information which is useful to all the levels of Management in planning and controlling the activities of the Organization.*

CORE CONCEPT OF MARKETING INFORMATION SYSTEM
Fundamentally, Marketing Information System is an Interacting, Continuing, Future-Oriented and Well-Organized Structure. This Structure consists of Persons, Machines and Procedures. These all are neatly designed to generate an orderly flow of information. This information is collected from Internal and External Sources for uses as the bases for Managerial Decision Making in any area of Company's Marketing Management. If the Information gathered is correct, indeed, it becomes relatively very easy for a Manager to arrive at a Decision. This is certainly truer particularly, in respect of crucial or critical decisions than ordinary or routine decisions.   Furthermore, the collection of Information takes place at all levels of

Management, whether, Top, Middle or low. However, the Peculiar Nature, Practical Scope and Strategic Significance of Information actually changes, depending upon the level of the Management. The level of Risk involved, Importance and Responsibility is highest at the Top and it lowers down in the Organizational hierarchy.

Marketing Information System presupposes continuous collection of Data. Data consists of Market Facts and allied relevant and significant Figures. It is collected from both the Internal and External sources of Information. The Data, thus collected, is Sorted out, Classified, Analyzed and subsequently stored for future reference. The Stored Information is recalled and molded, as per the needs, demands or the dictates of the situation for correct Decision –Making at appropriate time. In this sense, Marketing Information System can be regarded as a non-interrupted systematic Collection, Processing and Storing potentially useful Information and presenting it in the most practical, suitable and usable form required for Decision –Making process.

There are four major Components or Divisions of Marketing Information System, viz., **Internal Marketing Information, Marketing Intelligence, Marketing Research and Operations Research.** The value of the Information can really be judged on the basis of six different parameters, as **Accessibility, Comprehensiveness, Accuracy, Timeliness, Authenticity, and Free from Bias.**

While designing Marketing Information System, in general, the replies to the three questions are sought for from the following:

(a)   What is the Source of Information?

(b)   Who would handle the Information (whether an individual or the Machine?)

(c)   Alternatively, Would the Information be handled electronically?

There is no hard and fast rule or any general format, as such for several steps to be followed while designing the Marketing Information System. However, the steps which are invariably followed are as follows.

(a)   Define the specific System, proper.

(b)   Identification of Source and the Frequency of Information

(c)   Finalization of Formats of Marketing Information System

   (i) Research Assessment

   *(ii)*Marketing Activity Evaluation Sheet

(d)   Implementation of the System.

(e)   Corrective action based on results

Difference between Marketing Intelligence System and Marketing Information System
On the basis of the Review of pertinent Literature and learning the two concepts namely Marketing Intelligence System and Marketing Information System, the following three main points of distinction have been observed.

1. Nature and Operation of the System
Marketing Intelligence System is a Semi-structured System which generally operates within the External Environment of the Organization.

Marketing Information System is a Structured System which is applied preferably within the Internal Environment of the Organization.

2. Facilitation
Marketing Intelligence System facilitates Strategic Planning and Top Management Decision Making. This is done by collection of Futuristic vital Information related to the elements of External Environment like Competitors, Future Market Trends, Government Policies to mention a few. ,

Marketing Information System facilitates Organizational Decision Making. It is done by generating several reports and after analysis of past and present Marketing trends.

3. Evaluation Criteria

The Evaluation Criteria of Marketing Intelligence System include Value of the Information and its Dependability.

The Evaluation Criteria of Marketing Information System include Cost Benefit Analysis and Timeliness of Information.

LIMITATIONS

1. As the study for this paper is purely based on Secondary Data, all the limitations of Secondary Data have direct and deep impact on the various views formed and the differences arrived at by the Researcher in this paper related to Marketing Intelligence System and Marketing Information System in India. .

2. The study for this Paper is purely of academic orientation solely based on secondary data. Therefore, some level of adaptation may be required in practical decision making situations regarding Marketing Intelligence System and Marketing Information System in India.

3. The points of difference, between Marketing Intelligence System and Marketing Information System, considered for Academic Discussion in this paper are not, at all, exhaustive, but they are strictly representative and highly suggestive or indicative in their practical nature.

SCOPE FOR FUTURE RESEARCH

1. A Comparative Study of Marketing Information System with Marketing Research in India

2. A Study of Techniques of Marketing Intelligence in India

3. A Study of Measures to Improve the Quality of Marketing Intelligence in India

4. A Comparative Study of Marketing Intelligence and Competitive Intelligence in India.

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Section – III
Legal Administration, C. S. R. and Governance

CONSEQUENCES OF DOMINANCE BY AN INTERESTED PERSON IN JUDICIAL PROCEEDINGS IN INDIAN COURTS: A CRITICAL STUDY

ABSTRACT

It is noticed on a number of occasions that a person interested in a specific matter, which is initially discussed and subsequently put to vote, participates in the proceedings of a meeting. Thereafter, by misusing or abusing his position during the course of the meeting, he succeeds in getting the matter decided in his favor, as per the rule of majority. This has resulted in many fields, Politics, Corporate, Education and Corporation, to mention a few. However, this is, no doubt, not only unethical and illegal but it is also against equity and natural principles of justice and fairness. In such situations justice is not obtained in real sense of the term.

In this Research Paper, the Researcher has attempted, quite honestly, to study the Consequences of dominance by an Interested Person in the Judicial Proceedings in Indian Courts. In this Research Paper, there is a detail description of a service matter which resulted in Indian Courts.

INTRODUCTION

It is noticed on a number of occasions that a person interested in a specific matter, which is initially discussed and subsequently put to vote, participates in the proceedings of a meeting. Thereafter, by misusing or abusing his position during the course of the meeting, he succeeds in getting the matter decided in his favor, as per the rule of majority. Even if the chairman of the meeting and some other members are well aware about the vested interest of the concerned person, deliberately, they do not, at all, object and allow the proceedings of the meeting to be carried forward.

This has resulted in many fields, Politics, Corporate, Education and Corporation, to mention a few. However, this is, no doubt, ***not only unethical and illegal but it is also against equity and natural principles of justice and fairness.*** As a matter of fact, such practices lead to unnecessary harassment of the suppressed or minority class at the hands of majority or dominant people. In other words, in such situations justice is not obtained in real sense of the term.

REVIEW OF LITERATURE

For undertaking Review of relevant Literature, two sections from The Companies Act, were studied, in detail, in order to ascertain the provisions in this Act as regards 'Interested Person.'

The following two sections, namely,

(i) S. 299, stating about the ***'Disclosure of Interest by the Director,'*** and

 S. 300 stating about the ***'Interested Director not to Participate and vote in Board's Proceedings,'***

 from the Act were found out, which throw light on the topic of the Research.

(i) Disclosure of Interest by the Director – S. 299, Companies Act

Every director of a company who is directly or indirectly, interested or concerned in a contract or a proposed contract entered into or to be entered to, by or on of behalf of the company, shall disclose the nature of his interest or concern at a meeting of Board of Directors. In the case of a proposed contract, such disclosure shall be made by a director at the meeting of the Board at which the question of entering into the contract or agreement is first taken into consideration. In the case of any other contract or arrangement, the required disclosure shall be made at the first meeting of the Board held after the director becomes interested in the contract. For this purpose, the Director shall give a notice to the Board to this effect. This is supposed to be sufficient disclosure of interest or concern in relation to any contract so made. Any such general notice shall expire at the end of the Financial Year in which it is given. But it may further be renewed. The notice shall not be of any effect unless it is given at the meeting of the Board or the director concerned takes reasonable steps to ensure that it is brought up and read at the first meeting of the Board after it is given.

(ii) Interested Director not to Participate and vote in Board's Proceedings - S. 300, Companies Act.
A director of a company must not place himself in a position in which his personal interest conflicts with his duty. *(Parker V. Mckenna, (18714) 10 ch. App. 96)* This kind of conflict will invariably arise when a director is personally interested in a transaction entered into with or by the company. He must not take part in the discussion of or vote as a director on any contract or arrangement in which he is directly or indirectly interested unless authorized by the company's articles. In case he votes, his vote would not be counted, also, his presence would not be counted while deciding the quorum for the transaction of business at a Board meeting.

During the course of Review of pertinent Literature, the Researcher also came across a Case Precedent, from the field of Politics, in which *one of the Chief Ministers of a state was interested.* However, in order to evade the possibility of controversy, neither the name of the Minister is disclosed nor the precedent is included in this Research Paper

RESEARCH PAPER OBJECTIVE
The following is the Objective of the Research Paper:

1. To Study the Consequences of Dominance by an Interested Person in the Judicial Proceedings in Indian Courts

RESEARCH PAPER SCOPE
The Practical Scope of the Research Paper extends to the critical Study of the consequences of Dominance by an Interested Person in the Judicial Proceedings in the Indian Courts.

RESEARCH PAPER METHODOLOGY
The following Research Methodology is adopted for writing this Research Paper.

1. The Research Paper is based exclusively on the Secondary Data.

2. Review of pertinent Literature is done to gather secondary Data for the Research in order to understand, in depth, the consequences of Dominance by an Interested Person in the Judicial Proceedings in the Indian Courts.

3. After Review of Literature, the Researcher came across different cases of 'Interest' in different fields, as mentioned above. However, for the sake of simplicity and convenience, it was decided to put forward only a case precedent from an Educational field.

TECHNIQUE AND TOOL USED FOR SECONDARY DATA COLLECTION
A precedent is referred to, in this Research Paper in order to reveal several consequences of Dominance by an Interested Person in the Judicial Proceedings in the Indian Courts.

SOURCES OF SECONDARY DATA
For this Research Paper, the sources of Secondary Data include only a book. The details about the book are included in the Section of 'Categorized Bibliography,' which is located towards the end of the Research Paper.

CASE PRECEDENT
An Assistant Professor working in one reputed Institute affiliated to one of the Statutory Universities was terminated on certain grounds in a meeting in which the Chairman, President and some other members representing the Institute were present. First, as per the standard legal procedure, he filed an appeal before the Hon. Presiding Officer, University and College Tribunal. After one year or so, here, it was held that that it has no Jurisdiction to decide various Questions of Laws rose in this matter.

As per the Maharashtra Universities Act, 1994, the matters for which the Hon. Presiding Officer, University and College Tribunal has no Jurisdiction, the Hon. President, Grievance Committee, University has the Jurisdiction. This is a statutory body constituted as per the provisions of the Maharashtra Universitites Act. Thus, thereafter, the Assistant Professor aggrieved by the Judgment of the Hon. Presiding Officer, University and College Tribunal filed his complaint in the prescribed form while paying the requisite fee.

Simultaneously, he also filed a writ Petition in the Hon. High Court, against the judgment of the Hon. Presiding Officer, University and College Tribunal.

As per the provisions of the Maharashtra Universities Act, 1994, the Grievance of the complainant should be settled forthwith preferably within the period of six months from the date of filing of the complaint. In the instant case, the Grievance Committee did not decide the complaint within the statutorily fixed time of sis months. Aggrieved by this inaction, the complainant was compelled to file another Writ Petition in the Hon. High Court. When this Writ Petition came before the Hon. High Court for admission, the petitioner's advocate attracted Court's attention on the earlier Writ Petition also. The Hon. Judge ordered to club both the Writ Petitions with the permission of the Hon. Chief Justice, High Court.

After the clubbing, as described, was over, when the matter was heard in the Hon. High Court, it was directed to the Hon. President, Grievance Committee, University, to be decided preferably within six weeks. In-spite of this direction, the matter was not decided within the period of six weeks. Again aggrieved by this indecision, the Assistant Professor had to file a Contempt Petition in the Hon. High Court against the President, Grievance Committee, University. After patiently listening to the Petition, the Contempt was accepted by the Hon. High Court and on specific request of the advocate of the Hon. President, Grievance Committee, University, it sanctioned the period of fifteen days to the decide the matter.

Only because of the fear and tension of the attempted or contemplated arrest, resulting from consequent indecision, the Hon. President and other members of the Grievance Committee, University, decided the matter forthwith, strictly on the basis of merit in favor of the Assistant Professor and set aside the termination of the Assistant Professor. At this stage, it is obligatory to learn the legal nature or character of the constitution or composition of the Grievance Committee, University. As a matter of fact, *this committee is, no doubt, a judicial body, but, it is a quasi-judicial body.* Thus, because of its *secondary legal charter, it is only a Recommendatory Body and not a Decisive Body in its legal scope, practical nature and actual consequence.* Its decision, therefore, carries legal weight-age only after its decision is fully approved by the *Management Council,* which is another Statutory Body, constituted under the provisions of Maharashtra Universities Act.

In the meeting of the Management Council, the decision of the Grievance Committee was reversed. Again aggrieved by this decision, the Assistant Professor had no option but to prefer an appeal in the Hon. High Court against this decision. *It was emphasized in the Hon. High Court that one of the dominant members of the Management Council was highly interested in the matter, because he was none other than the Chairman of the Institute himself who was present in a meeting in which the decision of termination of an Assistant Professor was, in fact, arrived at. In other words, a person who was a party to arrive at a specific decision –termination of an Assistant Professor, in one meeting in a specific position as an Institute Chairman was the same person who ratified-confirmed the decision in another meeting of Management Council in a different position as a member. A person who advocated for termination of an Assistant Professor in one meeting as a chairman decided against reinstatement, in another meeting as a member, when the decision of termination was reversed by another Statutory Body- Grievance Committee, University.*

Subsequently, the Hon. High Court upheld the decision of the Grievance Committee and reversed the decision of the Management Council not only on the basis of merit of the Assistant Professor but also on the ground of *'Vested Interest'* of the chairman.

QUESTIONS OF FACT IN CASE PRECEDENT
After going through the Case Precedent, as above, quite critically, especially because of the Institute Chairman's attendance at the meeting when there was a matter in which he was interested not only institutionally but also personally, to be discussed, the following unanswered, yet, inevitable *Questions of Fact* crop up.

(a) Was the Chairman of the Institute of the view that the Assistant Professor would never ever come to know about his interest and subsequent domination in the meeting?

(b) During the course of the meeting, did the Chairman of the meeting of the Management Council not suspect about a fact that the Chairman of the Institute is representing the interest of his Institute and not of the Assistant Professor, which he is supposed to do in the capacity a member of the Management Council?

Alternatively, is it that the chairman of the meeting of the Management Council did very well know about the illegality regarding Institute Chairman's attendance in the meeting, but, simply he neglected this fact and protected the interest of the 'Interested Person', may be for some direct or indirect benefit or gain?

(c) Why both the Chairmen, of the Institute and at the meeting of the Management Council, have not cared for the career of the Assistant Professor?

Had at least one out of the two had reasonably cared for him; it could really have saved tremendous hardship, time and money of the Assistant Professor which he wasted for judicial proceedings.

RESEARCHER'S OPINION ABOUT 'INTEREST'
In this Research Paper, only a precedent as a Representative Precedent is put forward to exhibit the impact of 'Interest' in any Judicial Proceeding. In practice, there may be several such cases happening. In the present case, when the chairman was deeply interested in the matter to be decided in a meeting of the Management Council, he should not have attended the said meeting. Thereafter, he might have dominated the scene while reversing the decision of the Grievance Committee and converting the decision not only favorable to him, personally but also favorable to his Institute.

Had the interested Chairman not attended the meeting of the Management Council, it could have maintained the decision of the Grievance Committee of reinstatement of an Assistant Professor and he would not have required preferring an appeal, consequently in the Hon. High Court.

RESEARCHER'S RECOMMENDATION FOR CHAIRMEN
On the basis of deep scrutiny of some other Case Precedents, in general and the above Case Precedent in particular, besides overall observation about the functioning of several chairmen in different meetings; their casual attitude and approach to conduct the meeting, the Researcher would like to recommend, as under.

The chairman of each and every meeting, irrespective of the fact whether he is acting in such a capacity in an Educational Institute, Company, Corporation, etc., at the start of the meeting itself, should strictly check the interest of all the members present at and forming the part of the meeting. He should proceed with the transaction of business at the meeting only after he is fully convinced about a fact that none of the members present thereat are interested in either of the matters to be discussed in the meeting. He must ask the interested members, if any, to leave the meeting hall, at least, for the time when the matter in which they are interested is discussed and voted at the meeting.

If this Recommendation is strictly followed in true spirit by the chairman of any meeting, as mentioned above, at last, it would definitely help to avoid the hardship that would be caused to the minority or the suppressed.

RESEARCH PAPER LIMITATIONS
The following are the limitations of the Research Paper.

1. Only a Precedent is referred to, in this Research Paper for want of its length in order to reveal several consequences of Dominance by an Interested Person in the Judicial Proceedings in the Indian Courts,

2. In order to maintain confidentiality of the legal matter as it is still pending in the Hon. Supreme Court for final judgment, the names of the Respondents and the Petitioners are deliberately not disclosed in the Research Paper.

3. As the study for this Research Paper is fully based on Secondary Data, all the limitations of Secondary Data have direct and deep impact on various views formed, questions of facts raised, inferences arrived at and recommendations put forward.

4. As the Research Paper study is based on Researcher's own experiences of some other Court cases, personal views and opinions, intellectual agreement with all the views and opinions is ideally not expected, in practice.

SCOPE FOR FUTURE RESEARCH

During the course of the study of this Research Paper, the researcher found out that there is an ample scope and adequate potential for research in future for the following topics related to

1. Measures undertaken to Deal with an Interested Person in a Meeting – An Empirical Study

FOOT NOTES

1. As a precedent described in this Research Paper predates back to the year 2017, the provisions of Maharashtra Universities Act, 2017 are not applicable. Thus, for the precedent, the provisions of Maharashtra Universities Act, 1994 were applicable.

2. In order to evade possible controversy, Case Precedents from the fields of Politics, Corporate or Corporations are not included in this Research Paper.

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A STUDY OF SOCIALLY RESPONSIVE MANAGEMENT AS A PART OF C. S. R. IN INDIA

ABSTRACT

Actions towards Corporate Social Responsibility can spring when the society is ready to accept it as a concept and in principle. Corporate Social Responsibility is interpreted as an Academic Discipline. It can be ***presented as a Management Approach - a technical and instrumental response to the overall business environment.*** *It can be treated as a field including Academic and Practitioner perspective.Its* ***Prime focus*** *is on the* ***relationship existing between the business and wider society and how it can be managed.***

It can be ***defined*** *as an* ***obligation of a Corporate Organization to protect and enhance the society within which it operates.***

Its ***areas*** *include* ***Ecology and Environmental Quality, Consumerism, Community Needs, Relationships with the Government, Minorities and Disadvantaged Persons, Relationships with the Labor and the other Stake holders.***

First approach *towards Corporate Social Responsibilitycovers****four major aspects namely Social Opposition, Social Obligation, Social Response and Social Contribution. Second approach*** *has* ***two broad aspects, namely Formal and Informal.*** *The* ***Formal Approach*** *is classified into distinct categories -* ***Legal Compliance, Ethical Compliance and Philanthropic Compliance.*** *The* ***Informal Approach*** *travels beyond the exclusive domain of Formal Organization as it* ***depends upon Organizational Culture.***

There are ***two kinds of arguments, in favor of and against Corporate Social Responsibility****. Both these kinds of arguments are briefly included in the Research Paper,*

*Various****features of Socially Responsive Management*** *which is a part of Corporate Social Responsibility include****Appropriate Utility of Economic and Social Resources, Employee Expectations, Higher Level Human Aspirations, Need for Social Awareness and Social Performance, Impact of Behavioral Actions and Official Decision****s.*

To ***conclude*** *the Research Paper, the Researcher has given* ***his personal views*** *towards Corporate Social Responsibility based on his* ***Social Observations and Personal Experiences during Social Interactions*** *with many corporate people on a number of occasions.*

Keywords: Quality of Life Management and Socially Profitable and Beneficial Business.

INTRODUCTION

Corporate Social Responsibility is one of the major trends in modern business. Especially in several seminars or conferences, whssether at National Level or International Level, very loud comments are passed, quite often, on this topic.

Corporate Social Responsibility is interpreted as an Academic Discipline. It can also be **presented as a Management Approach - a technical and instrumental response to the overall business environment.** Furthermore, it can be treated as a field including Academic and Practitioner perspective. Its **Prime focus** is on the **relationship existing between the business and wider society and how it can be managed.**

RATIONALE OF THE RESEARCH PAPER

Moreover, with effect from 1ˢᵗ April 2014, as per the provisions of Section 137 of The Company's Act, 2013, *'****Any Company having a Net Worth of Rs. 500 Crore or more OR a Turnover of Rs. 1,000 Crore OR a Net Profit of Rs. 5 Crore, must spend 2 % of their Net Profits on CSR Activities.*** Thus, this is the right time to scrutinize the concept as well as the actual practices of Corporate Social Responsibility, in India. *In the words of Dietrich Bonheoffer, "Action springs not from thought, but from a readiness for responsibility."* In other words, actions towards Social Responsibility can surely spring only when the society, as a whole, is really ready to accept Social Responsibility, as a concept and also in principle.

DEFINITIONS OF CORPORATE SOCIAL RESPONSIBILITY

In the words of **Bowen**, Social Responsibility means an obligation of business to pursue those policies, to make those decisions or to follow those lines of action which are desirable in terms of the objectives and values of our society.

The International Seminar held in New Delhi, India, some years ago, on the theme of 'Social Responsibilities of Business' defined the term 'Social Responsibility.'

It includes

(a) Responsibility to itself, to its investors, workers, shareholders and the community.

(b) The task of management to reconcile these separate, sometimes, conflicting responsibilities.

The word 'Corporate Social Responsibility' can roughly be defined as *an obligation of a Corporate Organization to protect and enhance the society within which it operates.*

RESEARCH PAPER OBJECTIVES
The Research Paper Objectives are as follows.

1. To understand the concept of Corporate Social Responsibility in India

2. To Study various features of Socially Responsive Management in India as a part of Corporate Social Responsibility

RESEARCH PAPER METHODOLOGY
The Methodology adopted for writing the research Paper is as follows.

1. The review of literature was done through several books and a significant website (Secondary Data) in order to understand:

   (e) the concept of Corporate Social Responsibility in India

   (f) various features of Socially Responsive Management in India as a part of Corporate Social Responsibility

2. Various logical, significant and relevant inferences related to the Research Topic and Research Objectives were arrived at before concluding the Research Paper.

3. Thereafter, personal views were developed after applying logical interpretations of Secondary Data, to conclude the Research Paper.

SOURCES OF SECONDARY DATA
The sources of Secondary Data collected for this Research Paper include several Books and a Website, the details of which are given in the Section, of Categorized Bibliography, which is located towards the end of the Research Paper.

SCOPE OF THE RESEARCH PAPER
The scope of the Research Paper extends to understand the concept of Corporate Social Responsibility in India and the study of various features of Socially Responsive Management in India, as a part of Corporate Social Responsibility.

CONCEPT OF CORPORATE SOCIAL RESPONSIBILITY
Indeed, Sometimes, Corporate Social Responsibility (CSR) is roughly interpreted as an Academic Discipline. This means that it is a coherent body of knowledge addressing a central theme. Prime focus of Corporate Social Responsibility is on the relationship existing between the business and wider society and also as to how it can be managed, quite effectively, in practice. Moreover, Corporate Social Responsibility can also be presented as a Management Approach that is a technical and instrumental response to the overall business environment. As a matter of fact, Corporate Social Responsibility should ideally be treated as a field which includes both the Academic and Practitioner perspective. Furthermore, the overall constituents related to Corporate Social Responsibility get affected either favorably or adversely because of the very existence of the Corporate Organization, in itself and moreover its performance, in the society. The society, just referred to, consists of different elements like Customers, Employees (also termed as Internal Customers),Creditors, Competitors, Suppliers, Shareholders, State Government, Internal Groups, Community Groups, to mention a few. In simple words, in the absence of society, the Corporate Organization, in itself, would cease to exist.

Various *areas of Corporate Social Responsibility* include *Ecology and Environmental Quality, Consumerism, Community Needs, Relationships with the Government, Minorities and Disadvantaged Persons, Relationships with the Labor and the other Stake holders,* to mention a few.

Broadly speaking, there are two approaches towards practicing of Social Responsibility in the Corporate Organizations. First approach covers *four major aspects in the practical form of Social Opposition, Social Obligation, Social Response and Social Contribution.* Moreover, on the continuum of Social Responsibility, its degree ranges from the highest to lowest respectively from the first to the last approach. The second approach has two broad aspects, namely Formal and Informal. The *Formal Approach* can further be classified into three distinct categories, that is, *Legal Compliance, Ethical Compliance and Philanthropic Compliance.* The *Informal Approach,* indeed, travels beyond the exclusive domain of Formal Organization as basically it *depends upon Organizational Culture.*

Moreover, *arguments in favor of Corporate Social Responsibility* include *Public Expectations and resultant Image, Dominance of the Competitors, Favorable Environment leading to Corporate Success, Overcoming Government Rules and Regulations, Maintenance and Development of Goodwill, Appropriate Utility of Corporate Resources, Courteous Social behavior Augmenting Profits, Assured Survival and Stability.* The *arguments against Corporate Social Responsibility* coverLoss of Profit Maximization, Dominance of the Competitors, Favorable Environment leading to Corporate Success, Overcoming Government Rules and Regulations, Maintenance and Development of Goodwill, Appropriate Utility of Corporate Resources, Courteous Social behavior Augmenting Profits.*

FEATURES OF SOCIALLY RESPONSIVE MANAGEMENT

The expectations of the society, as a whole, from the business as such, have, no doubt, highly multiplied, in today's world. The business managers are needed to act, at present, not only merely as an *agent of Economic Change and Technical Change* but they are also needed to act as an active *agent of Social Change.* At the same time, it is important for them to manage their business operations, quite harmoniously, consistent with ever changing environment.

The following are the selected features of Socially Responsive Management which are studied in this Research Paper as a part of Corporate Social Responsibility.

1. Appropriate Utility of Economic and Social Resources

The society expects much more from the business today, as against past in the sense that the society intends that its **Social Resources** should intelligently and tactfully be utilized as its **Economic Resources.** Therefore, the business managers need to give equal emphasis or thrust while utilizing the Social Resources as well as Economic Resources.Moreover, the business managers are also observed interested in Social Results along with the Economic Results. As they act as a Productivity Catalyst, they are required to study both the kinds of inputs, namely, Social Inputs and Economic Inputs, and also, both the kinds of outputs, namely, Social Outputs and Economic Outputs, at the stage of evaluating, planning, and finalizing any business project.

2. Employee Expectations

Today, it is necessary to satisfy, at least, the reasonable expectations of modern mature employees as they are the core-constituents of human society. The Managerial Leadership is really called upon to recognize the significance of Participative or Democratic style of Management. Different Management Concepts like *Job Enrichment* (J. E.), *Management by Objectives* (M. B. O.) and *Organizational Development* (O. D.) are guiding necessary changes in the leadership style. The leadership style should evince social awareness and bring about social improvements.

3. Higher Level Human Aspirations

Social needs and social goals are compelling business managers, these days, to work towards high Quality of Life as well as high Economic Productivity. This can certainly be ideally interpreted as '*Quality of Life Management.'* Quality of life undoubtedly satisfies one of the psychological needs and ultimately leads to higher level human aspirations.

4. Need for Social Awareness and Social Performance

The need for Social Awareness and Social Performance is also one of the important obligations of the business managers, now-a-days. In this regard, a non-deniable fact needs to be acknowledged that Economic Performance only can lead to Social Performance. A strong Economic Base and Sufficient Profits can resolve ever increasing and varying social problems requiring monetary expenditure. This demands a S*ocially Profitable or Beneficial Business wherein both the Outputs, namely Economic and Social, are more than the Inputs.*

5. Impact of Behavioral Actions and Official Decisions

Social Responsibility surely bestows personal responsibility or individual obligation on the business managers and other employees to ensure that right and legitimate interests of both the internal as well as external elements stand well secured or protected through their behavioral actions or official decisions. In other words, *business managers should necessarily consider the impact, whether favorable or unfavorable, direct or indirect, of their behavioral actions or official decisions on all the stake-holders* (Customers, Employees, also termed as Internal Customers, Creditors, Competitors, Suppliers, Shareholders, State Government, Internal Groups, Community Groups, to mention a few), especially at the stage of Corporate Planning or formulation of Corporate Strategies.

RESEARCHER'S PERSONAL VIEWS TOWARDS CORPORATE SOCIAL RESPONSIBILITY

After proper understanding of the concept of Corporate Social Responsibility and especially after learning several features of Socially Responsible Management, as they are described above, there is a possibility of creation of considerable confusion whether or not the Corporate really has the Social Responsibility. No doubt, this confusion is quite understandable, rational as well as logical.

However, the *Researcher is of the firm view that the Corporate does have Social Responsibility* for the following few main reasons.

1. The Corporate act only within the four parameters of the society and not, at all, out of the periphery or the boundary of the society. Therefore, they do owe the Responsibility towards the society.

2. The fact of very existence of the Corporate, in itself, is because of the existence of society, as a whole. In simple words, if the society would not exist, the Corporate, too, would cease to exist.

Furthermore, the *arguments passed against practicing of Social Responsibility are intelligently needed to be curbed out and overcome through persuasion and proper emphasis on its vital benefits.*

RESEARCH PAPER LIMITATIONS

1. As the Research study for this paper is based on Secondary Data, all the limitations of Secondary Data have direct and deep impact on various views formed and inferences arrived at by the Researcher in this Research Paper.

2. As the Research study for this Paper is based on Human Views, that is, Views of the Researcher, all the limitations of Human Views have direct impact on various views formed and inferences arrived at by the Researcher in this Research Paper. (At the same time, it may, necessarily, not, at all, be out of place to point out, over here that the views and inferences, referred to, are really based on fully considered, well balanced and sound judgmental skills of the prevailing social situations as regards Corporate Social Responsibility.)

3. Various views expressed in this Research Paper are partially based on Social Observations of the Researcher and his Experiences during Social Interactions with many corporate people on a number of occasions. As a result, full concurrence with all the personal views as well as personal opinions of the Researcher is certainly   neither desirable nor possible, in practice .This may give rise to intellectual opinion differentiation in respect of certain personal views and opinions.

4. Different areas of Corporate Social Responsibility mentioned in this paper are suggestive and not at all, exhaustive, in their nature.

5. Different Areas, Approaches and Aspects of Corporate Social Responsibility are not, at all, elaborated, in detail, in this Research Paper for want of length.

SCOPE FOR FUTURE RESEARCH

During the course of the study of this Research Paper, the researcher found out that there is an ample scope and adequate potential for research in future for the following topics related to Corporate Social Responsibility in India.

4. A Study of Status of Corporate Social Responsibility in India

5. A Study of Areas of Corporate Social Responsibility in India

6. A Study of Approaches towards Corporate Social Responsibility in India

7. A Study of Psychological Aspects of Corporate Social Responsibility in India

8. A Study of Personal Aspects of Corporate Social Responsibility in India

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Website

- www.corpgov.net

A STUDY OF NECESSITY OF CORPORATE GOVERNANCE IN INSURANCE INDUSTRY IN INDIA

BRIEF HISTORY OF CORPORATE GOVERNANCE
Corporate Governance, in fact, became a pressing issue following the introduction of the *Sarbanes-Oxley Act in the U.S., in the year 2002,* thirteen years earlier, which was ushered in to restore public confidence in companies and markets after accounting fraud bankrupted high-profile companies such as *Enron and WorldCom.*

CONCEPT OF CORPORATE GOVERNANCE
Corporate Governance is the system of rules, practices and processes by which a company is directed and controlled. It essentially involves balancing the interests of the many stakeholders in a company - these include its shareholders, management, customers, suppliers, financiers, government and the community. Since corporate governance also provides the framework for attaining a company's objectives, it encompasses practically every sphere of management, from action plans and internal controls to performance measurement and corporate disclosure.

MEANING OF CORPORATE GOVERNANCE
It covers any activity undertaken by the Corporate with the objective to improve the relationship between the Corporate and their Share Holders to improve the quality. It becomes a special kind of organized system when the Companies are directed and controlled by the Management in the best interest of its stakeholders and greater transparency and Financial Reporting is ensured.

INTRODUCTION
Both the communities of the Insurance and Consumer are well-protected, as on toady, through Corporate Governance. *It is mainly concerned with the Influence of Ownership, Promotion of Corporate Fairness; Transparency in the transactions and Accountability for the Performance, etc.* Moreover, the managements of the Insurance Companies are held responsible for occasional failures, particularly, where the interests of Policy Holders were held at ransom. For example, *Peerless and General Insurance Co. Kolkata, in the year 1997*, eighteen years ago.

RATIONALE OF THE PAPER
The powerful class of the Corporate in India is expected to work, protect and enhance the interests of their Consumers as it is not, at all, expected to safeguard their self interest only, purely vested in the company. Thus, in order to check such Corporate Behavior, there is a pressing need to develop an effective mechanism in the economy. Moreover, mere existence of Market Mechanism and other Regulatory Frameworks does not fully guarantee the control over Corporate Behavior within the society. In the history, especially before Nationalization of Life Insurance Business in India in the year 1956, around fifty nine years earlier, really, there were a number of occasions where the Insurance Companies had already accumulated adequate funds from the Policy Holders, yet, they declared themselves as Insolvent. As a result, the innocent and ignorant investors lost their savings. *Especially on the current background of Poor Governance in Insurance Industry in India, the topic of this paper is highly relevant and significant.*

OBJECTIVES
The Objectives of this Paper are as follows.

1. To ascertain the Present Status of Corporate Governance in Insurance Industry in India

2. To study the Necessity of Corporate Governance in Insurance Industry in India

SCOPE
The scope of this Paper extends to the understanding of the present status of Corporate Governance and its Necessity in Insurance Industry in India.

At the same time, different practical measures or remedial actions to improve the present status of Corporate Governance in Insurance Industry in India are not suggested in this Research Paper.

METHODOLOGY

The Methodology adopted for writing this Paper is

1. The review of literature was done through several books and significant websites (Secondary Data) in order to:

a) ascertain the present status of Corporate Governance and

b) study the Necessity of Corporate Governance in Insurance Industry in India

SOURCES OF SECONDARY DATA

The sources of Secondary Data collected for this Paper include several Books and other Websites, the details of which are given in the Section, of Categorized Bibliography, which is located towards the end of this Paper.

PRESENT STATUS OF CORPORATE GOVERNANCE IN INSURANCE INDUSTRY IN INDIA

In order to understand the Necessity of Corporate Governance in Insurance Industry in India, at present, as a matter of fact, it is imperative to ascertain, to start with, the present status of Corporate Governance in Insurance Industry in India.

The Corporate Governance has undoubtedly got *some momentum in Insurance Industries in India;* but, *its progress is relatively very slow* as the *managements of the Insurance Companies are not efficient.* They are facing a few problems like *inexperienced team of Directors, insufficient information, intelligent and control systems, lack of development of individual and collective accountability on the part of the Directors*, to mention a few. However, all these problems should be tackled with, quite tactfully and the interest of Policy Holders should be protected, always. As a matter of fact, the *existing Ownership Structure and lack of Enforcement Capabilities of the Insurance companies in India have also lead to Poor Governance.*

NECESSITY OF CORPORATE GOVERNANCE IN INSURANCE INDUSTRY IN INDIA -

The Insurance Industry in India, as a whole, stands in a *Fiduciary Relationship* with its Policy Holders (interpreted as Consumers in the contemplation of a Marketer) and also it has to fulfill the promises given to the Policy Holders relatively for very long terms (sometimes exceeding even twenty to twenty five years) on certain conditions. Not only the honesty but also the integrity of the Insurance Companies is, no doubt, of paramount significance for the Policy Holders as the Insurance Industry has to perform financial functions. Neither the top managements of the Insurance Companies nor their employees are allowed to violate the regulatory norms or measures nor other ancillary rules enacted in the *Insurance Regulatory and Development Authority Act, 1999.* In order to get success, the Insurance Company would have to develop the feeling of *sound integrity* in the minds of the public, at large. If it fails to do so, it would find that effective performance of its functions is simply not difficult and critical, but, impossible

The necessity of Corporate Governance in the Insurance Industry in India can conveniently and comfortably be studied in the light of the following four major perspectives.

1. Confidence

2. Change Management

3. Investment

4. Viability

Let us discuss each of these heads in detail one by one in the following lines.

1. Confidence

All the contracts of insurance are based on confidence, always. Indeed, it takes a number of years to develop the feeling of confidence in the minds of general public. Furthermore, after its development, its maintenance is equally important. Other wise, the public start firstly diluting and consequently losing the confidence which they have posed once on the Insurance Company. *The public confidence can certainly be maintained only if the Insurance Company would continue to offer better and better products to its prospective*

customers and also to provide the excellent service, as desired by the customers. Moreover, the new products of the existing Insurance Company can be sold only when the Insurance Company has exhibited honesty as well as integrity to the Policy Holders in respect of its earlier products through necessary service.

For example, Life Insurance Corporation of India has developed a sound public image over a period, though relatively over very long period.

2. Change Management

The success of any Insurance Company, to a great extent, no doubt, depends as to how effectively and efficiently it manages different changes taking place at a very alarming rate in the society. The Insurance Companies have necessarily to cope with the changes and come forward to challenge the changes because these changes are in the first place beyond the control of the Insurance Companies and in the second place they are inevitable, in their nature.

Furthermore, in another sense, looking at the Change Scenario from altogether different perspective, such social changes are, as a mater of fact, not only *socially desirable but also economically essential* because Change is the sign of life. No change means death, decay or deterioration. It is also the indicator of progress. Moreover, only change is one of the constant variables in dynamic or ever changing social environment, at present, consisting of multiple variables. Besides, it is said in respect of change that change has become the stethoscope to measure the degree of change in any society.

The Insurance Companies must necessarily anticipate the changes and must design the products those would considerably adapt to the 'Would be' social changes. Moreover, it is prime duty and moral responsibility of the Insurance Companies to maintain the *Safety, Security and Solvency* within the society for all the immutable time to come.

3. Investment

The Insurance Companies manage their funds through investment. Investment pre-supposes several aspects like *Safety, Solvency, Risk Management and Protection of Interest of Policy Holders,* to mention important few. The actuarial experiences also give guidelines about Insurance Expansion. It grapples greater challenges. For example, increasing the number of claims. Moreover, The Insurance Companies have to abide by various rules and regulations as prescribed by *SEBI*.

4. Viability

The Insurance Companies are required to prove their viability. Otherwise, they are not able to develop the necessary feeling of confidence in the minds of the general public, at large. *The Insurance Companies belonging to Public Sector have already proved their viability. Some Insurance Companies belonging to Private Sector, however, have yet to prove their viability.* Besides, they are expected to operate in a safe and sound manner, that too, as per the prescribed rules and regulations by *Insurance Regulatory and Development Authority Act, 1999. For example: AIG exited from the JV with Tata group and Standard Life exited from the JV with HDFC.*

LIMITATIONS

1. As the study for this paper is based on Secondary Data, all the limitations of Secondary Data have direct and deep impact on various views formed and inferences arrived at by the Researcher in this Paper.

2. Different Areas and Aspects of Corporate Governance are not, at all, elaborated, in detail, in this Paper for want of length.

3. Different practical measures or remedial actions to improve the status of Corporate Governance in Insurance Industry in India are not suggested in this Research Paper for want of length.

4. History and the Concept of Corporate Governance are descried in brief in this paper for want of length.

SCOPE FOR FUTURE RESEARCH –

During the course of the study of this Research Paper, the researcher found out that there is an ample scope and adequate potential for research in future for the following topics related to Corporate Social Responsibility in India.

1. A Study of Measures to Improve the Status of Corporate Governance in Insurance Industry in India

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A STUDY OF APPROACHES TOWARDS CORPORATE SOCIAL RESPONSIBILITY IN INDIA

INTRODUCTION
Corporate Social Responsibility is one of the significant current trends in modern business. In seminars or conferences, whether at National Level or International Level, very loud comments are passed, quite often, on this topic.

Corporate Social Responsibility is interpreted as an Academic Discipline. It can also be presented as a Management Approach - a technical and instrumental response to the overall business environment. Furthermore, it can be treated as a field including Academic and Practitioner perspective. It is a coherent body of knowledge addressing a central theme. .Its Prime focus is on the relationship existing between the business and wider society and how it can be managed. The overall constituents related to Corporate Social Responsibility get affected because of the existence of the Corporate Organization, in itself and moreover its performance, in the society.

RATIONALE OF THE RESEARCH PAPER
With effect from 1ˢᵗ April 2014, as per the provisions of Section 137 of The Company's Act, 2013, 'Any Company having a Net Worth of Rs. 500 Crore or more OR a Turnover of Rs. 1,000 Crore OR a Net Profit of Rs. 5 Crore, must spend 2 % of their Net Profits on CSR Activities. Thus, this is the right time to scrutinize different approaches prevailing towards Corporate Social Responsibility, in India, at present. In the words of Dietrich Bonheoffer, "Action springs not from thought, but from a readiness for responsibility." Proper actions towards Social Responsibility can surely spring only when the society, as a whole, adopts right approach to accept Social Responsibility, as a concept and principle.

Keywords: Corporate Philanthropy, Whistle blowing.

DEFINITIONS OF CORPORATE SOCIAL RESPONSIBILITY
In the words of **Bowen**, Social Responsibility means an obligation of business to pursue those policies, to make those decisions or to follow those lines of action which are desirable in terms of the objectives and values of our society.

The International Seminar held in New Delhi, some years ago, on the theme of 'Social Responsibilities of Business' defined the term 'Social Responsibility.'

It includes

(c) Responsibility to itself, to its investors, workers, shareholders and the community.

(d) The task of management to reconcile these separate, sometimes, conflicting responsibilities.

The word 'Corporate Social Responsibility' can roughly be defined as ***an obligation of a Corporate Organization to protect and enhance the society within which it operates.***

RESEARCH PAPER OBJECTIVES
3. To understand the relation between the Corporate and Social Responsibility

4. To Study various approaches towards Corporate Social Responsibility in India

RESEARCH PAPER METHODOLOGY
1. Review of literature was done through several books and a significant website (Secondary Data) to understand

    (g) The relation between the Corporate and Social Responsibility

    (h) Different approaches towards Corporate Social Responsibility in India

2. Various logical, significant and relevant inferences related to the Research Topic and Objectives were arrived at before concluding the Paper.

3. Personal views were developed after applying logical interpretations of Secondary Data, to conclude the Research Paper.

SOURCES OF SECONDARY DATA

They include Books and a Website, the details of which are given in the Section of Categorized Bibliography.

SCOPE OF THE RESEARCH PAPER -

The scope of the Research Paper extends to understanding of the relationship between the corporate and social responsibility and different approaches towards Corporate Social Responsibility.

RELATIONSHIP BETWEEN CORPORATE AND SOCIAL RESPONSIBILITY

Although there is a mandatory provision, in Section 137 of The Company's Act, 2013, the corporate, still, rely on Corporate Social Responsibility, primarily to improve the level of acceptance among the target customers and the public. The foundation of Corporate Social Responsibility, as it is ordinarily viewed by the corporate rests on **TBL that** is People Planet and Profit. People comprise of Internal and external elements like customers, suppli8ers and employees, etc. The planet refers to the environment in which the corporate operates. Profit is the money generated, a part of which is ploughed back towards many areas.

Such **areas** include **Ecology and Environmental Quality, Community Needs, Relationships with the Government, Minorities and Disadvantaged Persons, Relationships with the Labor and the other Stake holders,** to mention a few.

APPROACHES TOWARDS CORPORATE SOCIAL RESPONSIBILITY IN INDIA

Broadly speaking, there are **two approaches** towards practicing of Social Responsibility in the Corporate Organizations.

(A) The first approach covers the following major aspects in different practical forms.

1. Social Opposition

2. Social Obligation

3. Social Response

4. Social Contribution.

Moreover, on the continuum of Social Responsibility, the degrees of Social Responsibility ranges from the highest to the lowest respectively from the first approach to the last approach.

Let us discuss these approaches.

1. Social Opposition

Some Corporate take a firm stand that they have **no absolute responsibility towards the society.** Moreover, they do not interpret their stand as unethical. As they can not challenge or offend the provisions of the statute, they follow such provisions strictly out of compulsion, not out of voluntary contribution.

2. Social Obligation

Some Corporate undertake an obligation to follow the prescribed provisions of relevant and respective law and no more, as an activity related to Corporate Social Responsibility. This **approach** can be interpreted as a **Narrow and Conservative, Self-centered or Introvert.**

Although they do not oppose quite categorically the provisions of the law or statute, in principle, their activities travel beyond the legal provisions. However, the overall nature of their social behavior is observed quite appropriate.

3. Social Response

Some Corporate, voluntarily strictly on selective basis **travel beyond formal legal requirements** and participate in socially responsive activities. However, while doing so, they take adequate care that they enjoy certain benefits either in the direct or indirect form like company's Advertisement, Product promotion, brand building, goodwill maintenance, enhancement of public relations,

4. Social Contribution
Some corporate treat themselves as responsible citizens and they *contribute maximum to the best of their capacities or capabilities* in almost all the projects meant for improvement and betterment of society. They believe in deep social effort in serving the overall community.

(B) The second approach has two broad aspects, namely *Formal and Informal.*

➢ The *Formal Approach* can be classified into distinct compliances.

1. Legal Compliance

2. Ethical Compliance

3. Philanthropic Compliance

Let us discuss these compliances. .

1. Legal Compliance
Legal Compliance represents the degree to which the corporate follows the provisions of relevant or respective laws. Different managers performing specific functions are held responsible for appropriate legal compliance.

The Marketing Manager is held responsible for compliance of all the relevant laws in the field of sales, advertisement, etc. All such Managers may report to the Chief Executive, but, legal department is held responsible for legal compliance.

2. Ethical Compliance
Ethical Compliance represents the degree to which the corporate operate in accordance with certain standards of **Socially Acceptable Ethical Behavior**. These standards differ drastically or dramatically from society to society. Thus, while testing the degree of Ethical Compliance, it is ideally necessary for the researcher to define and describe the concept of society.

The corporate voluntarily establish different *Codes of Ethics for Self-Governance.* The need-based training programs are organized for development of proper awareness and provision of adequate knowledge regarding these codes. The corporate establish Committees called *Formal Ethics Committees* for development of strategies and tactics for maintenance of Ethical Standards all through the organization. Such committees evaluate the ethical performance, quite meticulously and critically, particularly in the light of pre-determined criteria and give appropriate recommendations for future improvement or betterment with respect to Ethical Standards.

3. Philanthropic Compliance
Philanthropic Compliance, as a matter of fact, represents different voluntary acts which are undertaken by the corporate for granting monies, gifts and awards to the charities and also for other worthy socially beneficial causes. In order to qualify an act as a philanthropic act, it should, ultimately, lead to the welfare of the general public, at large.

➢ The *Informal Approach* travels beyond the exclusive domain of Formal Organization.

It covers two prime factors.

1. Organizational Culture

2. Whistle Blowing

Let us discuss these factors.

1. Organizational Culture
Organizational Culture includes shared beliefs, values and attitudes towards Ethics and Social Responsibility. It is an informal source of power. It possesses an ample potential to influence a firm's official and unofficial code of ethics and its position towards contributions to social- welfare.

1. Whistle Blowing

Whistle Blowing is an act of an employee when there is a disclosure, of an unethical or illegal activity practiced or being practiced within the organization, to the dominant external element like Government Agency, General Public, Political Leader, Social Worker, Social Media, etc. *As external elements raise objections for such activities on ethical and legal grounds, sometimes it does create serious and undesirable problems for the corporate.*

In this context, it is worth noting that the organizational interest and position of an employee blowing the whistle should be protected, provided the act concerned is, indeed, unethical or illegal in its practical nature.

RESEARCHER'S PERSONAL VIEWS TOWARDS CORPORATE SOCIAL RESPONSIBILITY-

After understanding the relationship between the Corporate and Social Responsibility and after learning different contradicting, conflicting or controversial approaches towards Corporate Social Responsibility, there is a possibility of creation of considerable confusion whether the Corporate has the Social Responsibility. No doubt, this confusion is quite understandable, rational as well as logical.

However, the *Researcher is of the firm view that the Corporate does have Social Responsibility* for the following few reasons.

1. The Corporate act within the parameters of the society, not, out of its periphery or the boundary. Therefore, they do owe the Responsibility towards the society.

2. The fact of very existence of the Corporate, in itself, is because of the existence of society, as a whole. If the society would not exist, the Corporate, too, would cease to exist.

Furthermore, the arguments passed against practicing of Social Responsibility are intelligently needed to be curbed out and overcome through persuasion and proper emphasis on its vital benefits.

RESEARCH PAPER LIMITATIONS

1. As the Research study is based on Secondary Data, its all the limitations have direct impact on various views formed and inferences arrived at. .

2. As the Research study is based on *Human View,* all the limitations of Human Views have deep impact on various views formed and inferences arrived at. (These views and inferences, are based on *fully considered, well balanced and sound judgmental skills of the prevailing social situations* as regards Corporate Social Responsibility.)

3. Various views expressed are partially based on *Social Observations of the Researcher and his Experiences during Social Interactions with many corporate on a number of occasions in last few years.* Thus, *full concurrence with all the personal views as well as personal opinions is certainly neither desirable nor possible.* This may give rise to intellectual opinion differentiation.

4. Different *areas of Corporate Social Responsibility* mentioned in this paper are *suggestive and not exhaustive*.

5. Different Areas and Aspects of Corporate Social Responsibility revealing its relation with the corporate are not elaborated for want of length.

SCOPE FOR FUTURE RESEARCH

During the course of the study of this Research Paper, the researcher found out that there is an ample scope and adequate potential for research in future for the following topics related to Corporate Social Responsibility in India.

9. A Study of Status of Corporate Social Responsibility in India

10. A Study of Areas of Corporate Social Responsibility in India

11. A Study of Socially Responsive Management as a Part of C. S. R. in India

12. A Study of Psychological Aspects of Corporate Social Responsibility in India

13. A Study of Personal Aspects of Corporate Social Responsibility in India

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Website

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LEGAL ASPECTS OF BRANDING WITH SPECIAL REFERENCE TO INDIAN COMPANIES – AN EMPIRICAL STUDY

RESEARCH PAPER ABSTRACT

Introduction

As a matter of fact, a lot of literature is readily and easily available related to Branding as a practical concept; however, very few pieces of literature are available related to Legal Aspects of Branding. After going through the literature, it appeared to the Researcher that certain measures should sincerely be suggested for improvement of existing Legal situation as regards Branding.

Research Paper Objectives

1. To Study Legal Aspects of Branding in Indian Companies

2. To Suggest some measures to improve Branding Legalities in Indian Companies

Research Paper Methodology

1. Review of pertinent Literature is done through several Books and significant and Relevant Websites (Secondary Data) in order to understand, in depth, the legal aspects of Branding in Indian Companies. .

2. The Research Paper is exclusively based on the Secondary Data.

Sources of Secondary Data

For this Research Paper, the sources of Secondary Data which are related to the legal aspects of Branding in Indian Companies include several Books, relevant Websites and a few Research Papers.

Research Paper Limitations

1. As the study for this Research Paper is purely and exclusively based on Secondary Data, all the limitations of Secondary Data have direct and deep impact on various views formed, inferences arrived at and suggestions put forward to improve Branding Legalities in Indian Companies, by the Researcher.

2. The study for this Research Paper is purely of academic orientation, as mentioned earlier, solely based on secondary Data. Therefore, some level of adaptation may be required in practical decision making situations regarding application of the concepts of Branding Legalities in Indian Companies. .

INTRODUCTION

As a matter of fact, a lot of literature is readily and easily available related to Branding as a practical concept; however, very few pieces of literature are available related to the Legal Aspects of Branding. After going through the literature, it appeared to the Researcher that certain measures should sincerely be suggested for improvement of existing Legal situation as regards Branding. Thus, it was decided to study Legal Aspects of Branding prevailing in Indian Companies as on today and thereafter to suggest some measures to improve Branding Legalities in Indian Companies.

REVIEW OF LITERATURE

As the Research Paper begins with the objective to study the Legal Aspects of Branding in Indian Companies, in the opinion of the Researcher, indeed, at the outset, it is imperative to introduce the word as well as the concept of 'Brand'.

A brand is a symbolic embodiment of all the information related with a particular product or specific service like Name, Logo, Images, Color Schemes, Fonts, Symbols, etc. It is an emotional association with products and services of a Company. It is the total emotional experience a customer has with your company and its product or service. It is more than a product because it can have dimensions that differentiate it from other products which are manufactured or designed to satisfy the same need. It is, more often than not, well known to the consumers and also closely associated with their high-satisfaction levels. It provides an improved image for a company and it definitely adds to the value of the product from the contemplation of a consumer.

Sometimes, it leads to the insistence on the part of the consumers to purchase a product known exclusively by brand name. Such consumers are also observed less price sensitive. It encompasses the set of expectations

associated with a product or service which arise in the mind of people. Such people, in general, include employees of the Brand Owner, people involved with distribution, sale or supply of the product or service and ultimately the consumers. The most distinctive skill of professional marketers is their capability not only to create but also to maintain, protect and enhance brands.

According to the *American Marketing Association (AMA)*, a Brand is a name, term, sign, symbol or design or a combination of them which is intended to identify the goods and services of one seller or a group of sellers and to differentiate them from those of competitors. In the words of *Mellerowicz,* Brand is a branded product as an ubiquitous finished product of consistent or increasing quality for private consumption with an identification mark, standardized amount and appearance, acceptance in the market and existing consumer advertising. In the words of *Jeff Bezos*, The Founder and C. E. O., Amazon.com, a Brand for a company is like reputation for a person, you earn reputation by trying to do hard things well.

Karasanbhai Patel, The Chairman, Nirma Ltd., describes Brand as not merely a product, but, it is a dynamic Phenomenon, a Revolution and a Philosophy. *Stephen King* had said, 'A product is something that is made in a factory, a Brand is something bought by consumers. A product can be copied by a competitor, a Brand is unique. A product can quickly be outdated; a successful Brand, properly managed, can be timeless.' *Scott Galloway,* Prophet Brand Strategy regards Brand as a face of a Business Strategy. *Keller* defines a Brand as a set of mental associations held by the consumer which add to the perceived value of a product or service. Stuart Agres, Young and Rubicam state that a Brand is a set of differentiating promises that link a product to its customers.

The power of a Brand is inversely proportional to its scope. A Brand becomes stronger when its focus is narrower. The birth of a Brand is achieved through *Publicity, not advertising, however,* once born, a Brand needs advertising to stay healthy. A Brand should strive to own a word in the mind of a consumer. The crucial ingredient in the success of any Brand is its claim to authenticity. No doubt, Quality of a product is important, but Brands are not built by Product Quality alone. A Brand can be called leading if it is *promoting the Product Category, and not the Brand.*

At the same time, it is true to state that in order to build the Category, a Brand should welcome other Brands. Especially, in the long run, a Brand is nothing more than a name. Moreover, a generic name is never ever desired for a Brand basically because it is said that one of the fastest routes to Brand failure is giving a Brand a generic name. It should never be forgotten that the Companies and the Brands are different from each other. A Brand Manager needs to take adequate care of Sub-Branding since what Branding builds Sub-Branding can destroy. There is a time and place to launch a second Brand, if they are mistaken, a lot is not achieved. There are no barriers to Global Branding. As a matter of fact, a Brand should know no borders. Like all the other things, even the Brands can be changed, but *only infrequently and only very carefully.* In general, it is changed when it appears that it has turned weak or almost nonexistent in the mind of the target customer.

When the Brand rests in the slow-moving field and the change is expected to take over an extended period of time, it is changed. In the words of *Kevin Plank,* as mentioned in the book titled *'You are the Brand,'* Brand is not a product that is for sure, it is not one item. It is an idea, it is a theory, it is a meaning, -------and it is asp-rational, it is inspirational. A genuine Brand, according to *Duane e. Knapp,* has three basic characteristics, the internalized sum of impressions as received by the consumers, leading to a distinctive position in their mind space and based on emotional and functional benefits. So also, *Harish Bijoor* calls a Brand just a thought which is in the head of people.

RESEARCH PAPER METHODOLOGY
The following Research Methodology is adopted for writing this Research Paper.

1. Review of pertinent Literature is done through several Books and significant and Relevant Websites (Secondary Data) in order to understand, in depth, the Legal Aspects associated with Branding in Indian Companies.

2. The Research Paper is exclusively based on the Secondary Data.

SOURCES OF SECONDARY DATA

For this Research Paper, the sources of Secondary Data which are related to the legal aspects of Branding in Indian Companies include several Books, relevant Websites and a few Research Papers.

RESEARCH PAPER OBJECTIVES

The following are the Objectives of the Research Paper.

1. To Study Legal Aspects of Branding in Indian Companies.

2. To Suggest some measures to improve Branding Legalities in Indian Companies

RESEARCH PAPER SCOPE

The Scope of the Research Paper firstly extends to the Study of legal aspects of Branding in Indian Companies and it also extends to suggestion of certain measures to improve Branding Legalities in Indian Companies.

Legal Aspects of BRANDING IN INDIAN COMPANIES

A few representative cases have been illustrated in the following lines which will throw light on legal aspects of Branding in the Indian Companies.

I. Fevicol Vs. Trevicol

'Fevicol,' (as a Brand) was there in the market since the year 1960 and the Trade Mark was registered in the same year. It had huge sales and the Company named 'Pidilite' had highly invested on Advertising and Publicity of the Brand In the year 1985, a similar product named 'Trevicol,' was introduced in the market. Pidilite filed a suit against the owner of 'Trevicol.'

In this case the key observations made were as follows.

1. Use of Trevicol as a Trade Mark started in the year 1985. The Suit was filed in the year 1987.

2. The suffix 'Vicol,' was common in both the marks. Only, the prefix, 'Fe' of Fevicol was substituted by 'Tre,' in Trevicol. However, *while pronouncing the two names, as a whole, they sounded quite similar.*

3. The Writing Style of both the marks was almost identical. It was in blue colour was on the boxes.

4. Fevicol had two elephants pulling apart a sphere. In Trevicol, there were two ships in Place of elephants. But, *only on the minute observation the difference could be made out, else, both gave an impression that similar objects were pulling apart a sphere.*

5. The purchasers of both the products included a large section of illiterate persons. In the light of the facts of the case, as stated above, and after taking into consideration the provisions of the prevailing laws, it was *held in favor of Fevicol* that

    b. The two marks were deceptively similar, both *phonetically* and *visually.* The colour scheme and the Get-up of the packs were almost identical.

    c. The general public was likely to be deceived.

On the basis of the way in which the Question of Law was decided in this case, the Researcher intends to note the following two vital facts which may act as a Precedent in the other cases of more or less similar nature.

1. Similarity is to be compared *as a whole* and *not in a portion* only.

2. It has to be viewed from a common man's shoes.

II. Corn Products Vs. Shangrila Foods

Shangrila Food Products Ltd. had applied for registration of the Trade Mark as **'Gluvita,'** for the biscuits manufactured by them. Corn Products, who had already been using the registered Trade Mark as **'Glucovita,'** for their glucose with vitamins, opposed the application of Shangrila Food Products Ltd.

In this case the key observations made were as follows.

1. Glucovita had acquired a reputation amongst the buyers.

2. *The products, in question, were so connected with each other as to create Considerable Confusion or deception due to similarity of the two Trade Marks.*

3. Apart from the syllable 'Co', the two Trade Marks were identical and the syllable was Not such as would enable the buyers in India to distinguish between the two Trade Marks.

Thus, in then light of the facts of the case, it was held that the name **'Gluvita,'** can not be registered as a Trade mark.

III. Furthermore, in the case of **BROOKE BOND Vs. SONA SPICES,** it was held that *Sona Spices had made changes in the get-up of their packets in line with Brooke Bond's packets, which ultimately amounted to Infringement of Copy Rights.*

IV. In another case of **BROOKE BOND Vs. GIRNAR,** when Brooke Bond objected the first judgment as they were not happy, the case was brought before another bench, to the utter surprise of the common man, *the two judgments on the very same case varied because of different views taken by different judges.* As a result, the Company had to alter its Strategy.

MEASURES TO IMPROVE BRANDING LEGALITIES IN INDIAN COMPANIES
The following measures can be suggested to improve prevailing Branding Legalities in Indian Companies.

1. While deciding the Question of Law as regards 'Similarity,' in respect of a product, besides the unique or peculiar facts of a Case, some other factors like the class of the purchasers, the mode of their purchase and the other surrounding circumstances of the case should necessarily be considered in the light of the justice.

2. Overall recognition of a Brand among the 'Relevant Public,' (mainly the Consumers, Retailers, Wholesalers, Middlemen, other affected masses, etc.), its duration and extent, geographical area of its actual utility, its style or the manner of promotion can be treated as the key fundamental factors in ascertaining its popularity or the level of acceptance, whether, high or low. It may not be out of place to point out in this context over here that different facts related to the number of actual or potential consumers, the number of persons involved in the distribution channel and the business circles dealing with the goods or services may also be referred to.

3. In order to have fair assessment, while deeply scrutinizing and appropriately evaluating, the Trade Marks must ideally be looked at from the first impression of a person of average intelligence and imperfect recollection.

RESEARCH PAPER LIMITATIONS
The following are the limitations of the Research Paper.

1. As the study for this Research Paper is purely and exclusively based on Secondary Data, all the limitations of Secondary Data have direct and deep impact on various views formed, inferences arrived at and suggestions put forward to improve Branding egalities in Indian Companies, by the Researcher.

2. The study for this Research Paper is purely of academic orientation, as mentioned earlier, solely based on secondary Data. Therefore, some level of adaptation may be required in practical decision making situations regarding application of the concepts of Branding Legalities in Indian Companies. .

3. For want of the length of the Research Paper after taking into consideration the wide scope of the Research, only two Precedents (Decided Legal Cases) have been illustrated in brief and a running reference of the other two is given.

SCOPE FOR FUTURE RESEARCH
During the course of the study of this Research Paper, the researcher found out that there is an ample scope and adequate potential for research in future for the following topics related to Legal Aspects of Branding.

1. A Study of Level of Legal Awareness of Branding in Indian Companies

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Section – IV
Management Education

A STUDY CURRENT TRENDS IN MANAGEMENT EDUCATION

RESEARCH PAPER ABSTRACT
BACKGROUND OF THE RESEARCH PAPER
The practical picture of current trends towards management education in general and Maharashtra in particular is, indeed, not, at all encouraging. A number of factors are responsible for this kind of scenario. Therefore, indeed, it is highly imperative to study different features of current management education. The research is not complete unless recommendations are put forward for improving lacunae in the existing management education.

I. OBJECTIVES OF THE RESEARCH PAPER
1. To study the features of current Management Education

2. To recommend the measures to overcome the lacunae existing in current management education.

II. RESEARCH PAPER METHODOLOGY
1. Views expressed in this research paper are the outcome of researcher's personal observations and experiences recorded from time to time during the course of various visits to several management institutions in and around 'Pune' in last Academic Year.

2. Interviews of the eminent personalities like Directors and Senior Professors in management Institutions in and around 'Pune' are conducted with non-disguised non- structured questionnaire.

III. FEATURES OF CURRENT MANAGEMENT EDUCATION
1. Political Dominance or Ownership in Management Institutions

2. Admissions of Interior Quality Students

3. Behavioral Approach and Attitude in Management Institutions

4. Placement Scenario in Management Institutions

5. Syllabi Updating in Management Institutions

6. Managements' Efforts for Inferior Quality Students

7. Teaching Methodology

8. Examination Pattern

IV. RECOMMENDATIONS FOR IMPROVING LACUNAE IN EXISTING MANAGEMENT EDUCATION
On the basis of interviews of directors and senior professors in different management institutions and researcher's personal observations and experiences, the following recommendations are put forward.

1. No clash of Political Influence with Merit

2. Qualitative Selection of Teaching Staff, Non-teaching Staff and Students

3. Increasing Students' Employability

4. Continuous Syllabus Updating

5. Proper Utility of Teaching Methodology

6. Proper Examination Pattern

Keywords: Quality, Teaching Methodology, Placement.

BACKGROUND OF THE RESEARCH PAPER
The practical picture of current trends towards management education in general and Maharashtra in particular is, indeed, not, at all encouraging. A number of factors are responsible for this kind of scenario.

Around the year 1995, eighteen years earlier, there was drastic and dramatic difference in this scenario. The number of students interested in taking admissions to the management courses was more. At the same time,

the number of management institutions affiliated to Universities was relatively very less. As a result, many giant management organizations started autonomous institutions (having no University affiliation) for imparting management education. Although, the number of such autonomous institutions was less, there was healthy competition among them. The Institute which held the proven track placement record used to get more number of students. This management scenario continued for some years.

Especially because of increase in demand, the number of management institutions affiliated to Universities increased. At the same time, the number of students interested in taking admissions to the management courses decreased, quite substantially. The Indian Industry also passed through the recession; as a result, the employment opportunities for qualified students, naturally and normally, went on diminishing. Those students which were fortunately placed obtained marginal pay- packages. Simultaneously, banks also tightened their criteria for sanctioning of education loan. The number of students belonging to middle class found it difficult to avail an educational loan. The overall direct impact of all these factors, thus, was observed in practice, in the form of reduction of the number of admissions in the management institutions. Several management seats were reported vacant, as a practical consequence in last some years.

I. OBJECTIVES OF THE RESEARCH PAPER
1. To study the features of current Management Education

2. To recommend the measures to overcome the lacunae existing in current management education.

II. RESEARCH PAPER METHODOLOGY
1. Views expressed in this research paper are the outcome of researcher's personal observations and experiences recorded from time to time during the course of various   visits to several management institutions in and around 'Pune' in last Academic Year.

2. Interviews of the eminent personalities like Directors and Senior Professors in management Institutions in and around 'Pune' are conducted with non-disguised non-   structured questionnaire.

III. FEATURES OF CURRENT MANAGEMENT EDUCATION

1. Political Dominance or Ownership in Management Institutions
The leading and majority of the management institutions are either owned directly or indirectly or observed functioning under the influence of a strong politician. Therefore, significant decision making regarding overall policy formulation within the Institute for day-to- day administration in general and recruitment and selection criteria for teaching staff, non- teaching staff and students, in particular unknowingly takes place on the basis of relations and not, at all, purely on the basis of merit. This kind of prevailing scenario affects the interest of meritorious students and job seekers, totally.

The overall consequences of political dominance or ownership in management institutions are socially undesirable. Those students who have not scored good marks in qualifying examinations are selected for different management courses. Furthermore, these students are given teaching inputs by the disqualified or less qualified faculties. Undoubtedly, this dilutes the standard of quality education in society, at last. Consequently, the public image of a management graduate is noticed as well-tarnished. This social phenomenon adversely affects the interest of an aspiring student to take admission for a management course. On the contrary, if a management graduate would unknowingly portrait an impressive social image, more number of students would automatically be highly motivated to take admissions for management courses.

2. Admissions of Interior Quality Students
Another drawback of admission of an inferior quality student is that such a student does not develop an adequate interest in the subjects meant for Management Course Curriculum. Besides, it is generally experienced that such a student seriously lacks the desirable level of Intelligent Quotient and also Emotional Quotient. This directly leads to increase the level of class –room absenteeism, irrespective of campus attendance. Even if such a student attends the class, he creates nuisance and detracts the attention of other good students. In turn, this also reduces, quite rationally, the level of Passing Percentage of the students. Furthermore, faculty with an inferior quality, in fact, finds it quite difficult to hold the interest of such a student throughout the lecture and subsequently, develop the curiosity to learn the subject. According to one

of the expert academicians, "It is very easy to teach to the students having high Intelligent Quotient as well as Emotional Quotient. But, it is very difficult to teach to the students having low Intelligent Quotient as well as Emotional Quotient." Such students do not expect excellent quality of teaching. They enjoy entertainment which need necessarily not have place for more than ten minutes in the class, say of an hour or so. Unfortunately, if the number of such students in the class is proportionately more, it becomes quite difficult for a Professor to teach a subject because he is required to strike out an intelligent balance between Education and Entertainment, always. Of course, an intelligent Professor, either on the basis of his self experience or after real learning from the success stories of other recognized professors or students' feedback, no doubt, succeeds, in this process. On the other hand, here alone lies the crucial role or professional skill of a Professor in creating curiosity and interest in the subject and subsequently motivating the students to attend more classless and pass with flying colors. In other words, it is no wonder to teach to the students having high level of Intelligent Quotient as well as Emotional Quotient and subsequently recording very high percentage of class room attendance and passing. Alas, a disqualified or less qualified Professor can certainly not accept such a challenge! This further adds to deterioration of quality of education.

Moreover, deliberate attempt on the part of the management institutions to recruit and select inferior quality teaching staff, non-teaching staff and the students compels to arrive at a conclusion that so called management entrepreneurs are interested in earning fast returns on their investments by compromising the quality. In a sense, undoubtedly, it is unethical in strict legal sense of the term.

3. Behavioral Approach and Attitude in Management Institutions
Although educational institutions are legally interpreted as charitable institutions, almost all the management institutions of the day are practically profitable, in nature. They are ideally expected to introduce, build and enhance soft skills of professional management. However, it is unfortunate to notice that majority of the institutions are, in fact, mismanaged. The principles of management which are taught in classes are seldom practiced while running the show. Eg. Principles related to Delegation of Authority, Exception, Unity of Command and Direction, fair terms for salary administration, incentives, promotions to mention a few.

4. Placement Scenario in Management Institutions
As the number of management institutions has increased in every corner of each city, with the passage of time, the number of students readily available as customers for any institute is really less. In order to meet, at least, Break Even Point, some institutions are, indeed, compelled to compromise with the student admission criteria. So also, inferior quality students are admitted to the management courses, particularly, right now. Such students, sometimes, prove to be the challenges before the Placement Cell of the management institutes in the last semester of the course for want of sufficient level of Academic Knowledge, Technical skills, Communication Skills and Managerial Skills. In case, they are not placed properly, the institute placement ratio directly comes down in proportion to the number of such students.

Moreover, as a matter of an interesting fact, every management institute makes a tall claim that the placement ratio is cent percent. However, on the basis of here-say evidence, the market reality does not seem to be so. Even if it is assumed for the sake of argument that this claim is true, the pay-package obtained by the students is not noticed satisfactory in the sense that it is not compatible with the talent and caliber of good students.

5. Syllabi Updating in Management Institutions
The syllabi of statutory Universities are not updated, quite regularly even in respect of reputed Universities which enjoyed star status. As a result, the syllabus for some compulsory subjects and few specialized subjects does not cover the latest or the recent trends. Eg. Management, Marketing, Human Relations, Finance, Systems, Materials and Logistics, etc. Therefore, there remains, really, a very wide gap in the level and the extent of theoretical Knowledge gained by the management graduates of statutory Universities and by autonomous giant management institutions like I. I. M., Ahmadabad, Bangalore. Kolkata, to mention a few. In other words, when a theoretically backdate candidate appears for a job interview, his technical or subject knowledge actually stands well-exposed because of which getting a good job becomes very tough for him, in practice.

For want or lack of Technical Skills, Communication Skills, Human Relational Skills, a student who obtains a theoretical degree of a Statutory University, literally finds it difficult to apply theoretical knowledge in practice, as the present-day education is not job-oriented. At the same time, it is no wise to blame fully the syllabi framers of different Universities for various courses because whenever such syllabi are framed, exact inclusion of all the practical aspects is never an easy task.

Even the syllabi of examinations like C. A., C. S., I. C. W. A., which are socially recognized tough, are not exceptions for existence of gap between academic syllabi and requirements of the corporate world. Moreover, it is the prime duty and moral responsibility of a true professor to give practical inputs, wherever necessary, suitable and possible. How many professors actually do likewise is, indeed, a question of doubt and dispute, therefore, of a debate.

6. Managements' Efforts for Inferior Quality Students
There are several sessions introduced to the students in the management course curriculum for provision of additional inputs and broad exposure in the practical form of arrangement of various Industrial Visits besides Several Seminars, Work Shops, Guest Lectures, Personality Development Programs, Communication Skills Improvement Programs which are invariably conducted by eminent or scholar personalities. The overall level of attendance of the students, especially weak students, is recorded very less for such sessions. They do not develop curious interest in such sessions for want of urge to learn more. In fact, they fail to follow that such sessions are actually identified and organized after taking into consideration practical needs of the weak students only. In simple words, any honest attempt on the part of the management to inhibit or inculcate Technical Skills, Communication Skills, Human Relational Skills, etc. in the students does not prove successful, unfortunately. At the most, the managements can guide the students to acquire the practical skills, but, such necessary skills are required to be developed only by the students on their own, as skills can not be taught in the classes. The students can achieve excellence, perfection or supremacy in the skills only after practicing very hard.

7. Teaching Methodologies
Now-a-days, almost all the professors utilize Power Point Presentation (P. P. T.) as one of the teaching aids. No doubt, this aid has several advantages like Amplified and Animated Presentation, Pictorial Presentation, Clear and Decent Presentation, to mention a few. However, one of the greatest disadvantages of this aid is that the students, having average intelligent quotient, who remain present generally in the classes in big numbers, get automatically additionally attracted towards P. P. T. slides. This results in copying down the P. P. T. slides, as they appear without paying proper attention on thorough grasp of the subject and resultant conceptual clarity. This exercise alone consumes more time of a student in a class. In the process, the actual scope for individual contribution of a professor, on the basis of his own Subject Knowledge, Practical Observations, Wisdom and Experience, in the lecture delivery gets highly restricted. Therefore, a professor who undertakes more efforts for lecture presentation but not for lecture preparation proper, experiences high level of acceptance among students.

On the contrary, a professor who undertakes more and smart efforts for lecture preparation proper with the help of various text books, reference books, research papers, knowledgeable articles, significant web-sites and relevant reports, etc. but who does not give comparatively more importance to lecture presentation in the form of preparation of P. P. T. slides, does not experience high level of acceptance among students, unfortunately. In short, a real professor who is honestly learning through constant up-dating the knowledge is frustrated today and a professor who pretends or creates a show of teaching by believing in amplified or animated presentation is demanded more by the students. At the same time, it may necessarily not, at all, be out of place to point out as an important observation on the basis of experience in the management field over twenty years that especially in the autonomous management institutions those professors are popular who disclose examination papers in the classes either directly or indirectly and distribute the marks on whole-sale basis. Although the management institutions of the day are affiliated to Statutory Universities and approved by All India Council of Technical Education,(A. I. C. T. E.), New Delhi and contended to be subjected to the rules and regulations of the Government, the overall control of these dominant bodies on management institutions, in fact, just remains on the paper. If any case or complaint is referred to either of these bodies, it is ignored, unfortunately. Hence, honest efforts undertaken by an aggrieved party, say a teaching faculty or a

non-teaching faculty, for resolution of his burning problem, go as a waste, at last. In other words, management institutions, so called affiliated to Statutory Universities, approved by A. I. C. T. E. and subject to the rules and regulations of the Government are managed privately (not, at all, professionally) or dictatorially (mismanaged deliberately) just as a Kingdom in ancient days. In this sense, they are autonomous in themselves as Affiliation, Approval, Rules and Regulations, all big words as they sound, really remain on the paper only and hardly any time their actual execution is reflected, in practice.

8. Examination Pattern

The examination pattern even in respect of the management institutions affiliated to Statutory Universities and approved by A. I. C. T. E. is not ideal and strict, in nature. In the first place, there is a Semester System wherein the actual marks for a particular subject are divided into two kinds of examinations, viz., Internal and External. Internal marks for a particular subject are sent to the Universities by the respective management institute after conducting an internal examination. Although the internal marks obtained in a particular subject are scaled down in proportion to the marks obtained in an external examination conducted by the Universities, the internal marks gifted to the students by the management institutions are so high that the students find it very easy to score distinction in the examination, forget first class. The dramatic irony of an existing situation lies in the fact that even if professors of particular subjects give fewer marks in internal examinations based on students' performance in examinations, tutorials, assignments, class-room attendance, etc., the managements of the respective institutions reserve their discretionary right to alter the marks.

Many times, this right is utilized by the managements of the institutions in the best interests of the students, but, without considering the dignity, class and caliber of respective professors, that too, at the cost of causing their disrespect because the managements do not find it material either to consult or to inform the professors about probable alterations in the internal marks.

IV. RECOMMENDATIONS FOR IMPROVING LACUNAE IN EXISTING MANAGEMENT EDUCATION

1. No clash of Political Influence with Merit

No doubt, political dominance or influence in Management Institutions can not be eliminated totally, as otherwise funding of the Institute may turn out to be a serious problem, at times. However, the merit either of the teaching or non-teaching staff should not be allowed to be clashed or compromised at the cost of relations, partiality or favoritism. Otherwise, maintenance of overall quality throughout the Management Institute right from top to bottom would not be possible. As a result, the precious goodwill or reputation can not be built, also, as the word of mouth publicity would be very bad for the Institute. Moreover, the overall level of goodwill or reputation gained, by the time, would be at a risk and would certainly be diluted, over a period. Subsequently, the Institute may find difficult to survive. It may be important to note over here that some management institutions have already closed last year and some of the giant institutions have already applied for the closure for some of their management courses. Moreover, the management institutions should be managed professionally and ethically, although any politician or a family member holds the responsible position in the institute.

2. Qualitative Selection of Teaching Staff, Non –teaching Staff and Students

As far as possible, inferior quality students should not be admitted to the management institutions. In order to meet Break-Even-Point (B. E. P.), undoubtedly some such students are required to be admitted, yet, their proportionate percentage with meritorious students should be, at least, attempted to be maintained as low as possible.

The same can be practiced in respect of non-teaching staff, too. However, staff members selected solely on the basis of relationship or partiality should not be asked to deal or interact with the students, otherwise, their incompetency or inefficiencies would stand unknowingly exposed.

Furthermore, teaching staff having inferior quality or not fulfilling the prescribed qualifications and experience, academic or industrial or professional as per the norms of the Statutory Universities or A. I. C. T. E. should not be selected, at all.

3. Increasing Students' Employability

If the students having merit are selected, their placement does not turn out to be a serious issue. The students possessing inferior qualities should be properly motivated to attend different Personality Development Programs, Communication Skills Improvement Programs, Seminars, Workshops, Guest Lectures and allied such programs so that their weaknesses are ultimately converted into strengths, over a period.

4. Continuous Syllabus Updating

The syllabi of the Statutory Universities should be updated, preferably every year in the light of technological advancements, research and innovations, especially after taking into consideration the dynamic needs of the corporate sector. While revising the syllabi, eminent personalities from different sectors of the industry should be invited and their opinions and views should be attached adequate weight-age.

The procedure to be followed for the Statutory Universities for revising the syllabi is, no doubt cumbersome, at present. However, the same should be tried to be simplified, as far as possible.

In respect of autonomous institutions, revision of syllabi is relatively very easy. Even otherwise, the management institutions should cover necessary need based quality inputs through extraneous inputs, wherever possible, relevant and suitable.

If the syllabi are constantly updated, as mentioned above, the students would get sufficient knowledge of current trends practically required in the corporate sector. This would, in turn, facilitate the institute to place them in the best possible organization, that too, on high pay-package. This would also help the institute to acquire better placement reputation in the market which would further lead to increase the number of admissions in the ensuing years. Thus, syllabi updating is in the best mutual interest of both the institutes and the students.

5. Proper Utility of Teaching Methodology

Power Point Presentation (P. P. T.) should be used strictly only to the extent of mentioning technical points for bringing in more conceptual clarity and no more. Moreover, P. P. T. Slides should not be read out loud in the classes. Even if the students start copying such slides, the technical matter mentioned on each slide should be so less that after copying down all the contents also, reasonable time is readily available with the students to listen to the lecture properly.

6. Proper Examination pattern

The management institutions should strictly adhere to the examination standards which should be pre-determined. The managements of the institutes should not interfere with the internal marks given by the subject professors. Even it they want to alter them, it should be done in consultation with the respective professors without by-passing them. When the students realize that the internal marks fall within the purview of discretion of subject professors, the class- room attendance would consequently rise.

V. RESEARCH PAPER LIMITATIONS

1. As the researcher is in full time employment in one the reputed Management Institutions located in 'Pune', rational reservation is adhered to, quite strictly, while expressing personal views and opinions.

2. Although the research study is purely of practical orientation, some sort of adaptation to prevailing conditions is ideally necessary prior to its practical application.

3. As the nature of this research is qualitative, quantitative data is beyond the researcher's purview or practical scope.

4. Various features of current management education considered for the purpose of research are not exhaustive but suggestive or representative in practical nature. Only such significant features are actually studied because of limitation of length of the research paper.

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C. Interviews with the Eminent Personalities
1. Dr. S. W. Bhave, Head of Research Cell, Indsearch, Pune.

2. Dr. D. M. Sarwate, Prof. Emeritus and Marketing Consultant, Pune.

(The names of the other eminent personalities which include the directors and the professors of the management institutions are not disclosed as per their desire, in order to maintain disciplinary code of their respective institutions.) A

A CRITICAL STUDY OF LEGALITY IN MANAGEMENT INSTITUTIONS

ABSTRACT

Legality establishes the minimum standards for human conduct and consequent control. It is prescribed by the Statutes and Acts or other Laws, including bye-laws, rules, regulations, customs, norms, etc. Most Current Trends in Management Institutions are, indeed, Unethical, in their Practical Nature and Academic Consequence. Therefore, it is imperative to study, firstly, the practical concept of Ethicality, followed by the study of Inter-Relationship between the two concepts of Legality and Ethicality.

The point at which the minimum standards of social expectations as established or prescribed by the Legality get over, the standards of Ethicality begin. A certain piece of behavior may be legal and ethical for one school of thought but it may be legal but unethical for the other school of thought, as the concept of Ethicality is subjective and personal.

It is highly imperative to implement the recommendations given, quite ruthlessly or relentlessly. Otherwise, it would really be very difficult to alter the existing trends, in Management Education, some of which are already well penetrated.

RATIONALE OF THE RESEARCH PAPER

In general, it is roughly commented, now-a-days, in practice, that all the Laws are not, at all, followed in any field, Management Education field, too, is no exception. On this background, indeed, it seems to be the burning need of the hour to ascertain the truth behind this comment. In this paper, at the start, there is an honest attempt to develop the Conceptual Understanding of Legality followed by the study of Current Trends in Management Institutions. Before arriving at the Inference, some recommendations are put forward to overcome the lacunae existing in Management Education.

RESEARCH PAPER OBJECTIVES

5. To develop Conceptual Understanding of Legality

6. To Study Current Trends in Management Education

7. To Undertake a Comparative study between Legality and Ethicality

8. To recommend measures to overcome lacunae in existing Management Education

RESEARCH PAPER SCOPE

The Scope of this Research Paper extends to the development of Conceptual Understanding of Legality. Thereafter, a comparative study of Legality and Ethicality in Management Institutions is undertaken. Also, there is a study of Current Trends in Management, in this Research Paper. Besides, some measures are recommended to overcome the lacunae existing in Management Education.

RESEARCH PAPER METHODOLOGY

1. Review of pertinent Literature was done through several Books and significant website (Secondary Data) in order to develop the Conceptual Understanding of Legality and also to undertake a comparative study of Legality and Ethicality.

2. The Research Paper is based on both the Secondary Data and Primary Data.

SOURCES OF DATA

Sources of Secondary Data

The sources, of Secondary Data, which are related with the concept of Legality for this Research Paper, include several Books and a relevant Website, the details of which are given in the section of 'Categorized Bibliography' at the end of this Research Paper.

Sources of Primary Data

Primary Data is collected through Informal Interviews of some Eminent Personalities of the Educational Field with the help of a tool called as disguised Non-structured Questionnaire. These personalities include Principals, Deans, Directors and Senior Professors of reputed Management Institutions.

WHAT IS LEGALITY?

At the start, let us try to understand as to what is Legality. Indeed, it is that concept which establishes the minimum standards for human conduct and consequent control. It is prescribed either by the Statutes and Acts or other Laws, including bye-laws, rules, regulations, customs, norms, etc. Legality is socially mandatory in the sense that it is required to be adhered to or followed, quite strictly, irrespective of the wishes or desires of those who are actually governed by the respective legal machinery like a Statute, an Act or any other Law or a rule, bye-Law or regulation in force, for the time being. In society, Legality is really necessary to enforce, regulate and maintain the uniformity, integrity, tranquility and more importantly, discipline and harmony in social transactions and other operations. In its absence, there would really result dishonesty, chaos, and insecurity in the society and social environment would be characterized by many conflicts.

CURRENT TRENDS IN MANAGEMENT EDUCATION

The current Management Education is broadly characterized by a number of practical features like *Political Dominance and Occasional Ownership in Educational Institutions, Admissions of Inferior Quality Students, Anti-charitable and Anti Management Principles' Approach, Greedy Attitude, Pseudo Portray of Placement Scene (Wherever applicable), Late Syllabi Updating (which turns inconsistent with the Corporate Real Requirement), Dramatic Show of Herculean Efforts undertaken for Improvement of Inferior, Incompetent and Inefficient Students, Adoption of Amplified and Animated Presentation Pedagogy and Latest Technology leading to no exhibition of Practical Knowledge, Improper Examination Pattern (not judging real class and caliber of a student) etc.*

If these trends are considered from the legal perspective, they withstand the test of Legality. However, this is, really, the least, that is ideally expected from the Management Institutions. This implies that most of these Current Trends in Management Institutions are, indeed, Unethical, in their Practical Nature and Academic Consequence. Therefore, it is imperative to study, firstly, the practical concept of Ethicality, followed by the study of Inter-Relationship between the two concepts of Legality and Ethicality.

WHAT IS ETHICALITY?

In general, in almost all the seminars, workshops and conferences featuring the theme of Ethics, one of the very common points discussed, deliberated and commented, quite loudly, is that whether or not there exists any connection between the two Concepts of Legality and Ethicality. Are these two concepts interdependent on each other? Are these two concepts independent of each other? Are these two concepts interrelated to each other? Furthermore, if, at all, they are related to each other, how are they related to each other? Is there any line of demarcation or bifurcation between the two concepts? Is this line clear or there prevails a considerable intellectual confusion among the followers? Let us attempt, quite honestly, in the following lines, to search the replies to all such inevitable and unanswered probing or searching questions, one by one and to remove the prevailing confusion through bringing in more clarity.

INTER-RELATIONSHIP BETWEEN LEGALITY AND ETHICALITY

No doubt, the two concepts of Legality and Ethicality are connected with each other. The point at which the minimum standards of social expectations as established or prescribed by the Legality get over, the standards of Ethicality begin. For instance, if the behavioral appearance reveals that it is strictly consistent and moreover, confined with the Legal Standards and no more, the behavior under study is technically legal as well as ethical. At the same time, if it exceeds the Legal Standards, it is highly ethical. It may necessarily, not, at all, be out of place to point out over here an interesting fact that *a certain piece of behavior may be legal and ethical for one school of thought but it may be legal but not ethical for the other school of thought, as the concept of Ethicality is not only highly subjective but also personal.*

The foregoing description confirms that the two concepts of Legality and Ethicality are related to each other. Strictly technically and legally speaking, they are different from each other in the sense that there is a very fine line of demarcation between the two. However, at times, the line really turns very thin, especially when people belonging to different schools of thought develop contradictory or controversial viewpoints. Besides, as per the interpretation of one of the very senior eminent persons, Legality and Ethicality are the two sides of the same coin. As a result, sometimes, indeed, it becomes quite difficult to differentiate or distinguish as to what is legal or illegal and what is ethical or unethical.

INTER-DEPENDABILITY OR IN-DEPENDABILITY BETWEEN LEGALITY AND ETHICALITY

The two concepts of Legality and Ethicality are undoubtedly interdependent on each other and not independent of each other. When the level of the standards or the parameters of Legality come down, proportionately the level of the standards or the parameters of Ethicality undoubtedly rise. Had the two concepts been independent of each other, the level of the standards or the parameters of Ethicality would surely have remained constant irrespective of the fact of either the rise or the decline in the level of the standards or the parameters of Legality. In other words, when the level of prevailing standards or the parameters of the Legality come down or when those things which were earlier illegal subsequently become legal because of 'Change of Law', the standards or the parameters of the level of Ethicality automatically rise.

For example, the concepts of *'Live-in Relationship', 'Pre-martial Sex'* as well as *'Unwed woman – not a Legal Mother'* were not only illegal but also unethical, until the Judgments of the Hon. Supreme Court of India were delivered on 28th April 2010, in a case of Tamil actress *'Khushabu.'* and on 6th July 2015 in case of *'ABC.'* (The name of the Appellant in this case is not disclosed by the Hon. Supreme Court of India for maintaining confidentiality or privacy and secrecy in the matter.) Thereafter, *these concepts have turned legal, although they still continue to be unethical.*

RECOMMENDATIONS FOR OVERCOMING LACUNAE IN MANAGEMENT EDUCATION

The task of a real Researcher is not over simply after pointing out existing Lacunae in the Management Education. But, it is his Prime Duty and Moral Responsibility to recommend some strong and practical measures to overcome existing lacunae in the Management Education.

On the basis of informal interviews, of some Principals, Deans, Directors and Senior Professors, conducted with the tool of disguised Non-structured Questionnaire and Researcher's Personal Observations and Experiences during various visits to many Educational Institutions in last year, some recommendations can be put forward for improvement of existing lacunae in Management Education. For example, No clash of Political Influence with Merit, Adoption of scientific procedure for selection of Teaching Staff, Non-teaching Staff and Students, Proper, more focused and honest efforts for increasing Employability of Students through enhancement of necessary soft skills, Constant and prompt Updating of Syllabi, Utility of practically effective Teaching Methodology, Proper Examination Pattern.

INFERENCE

The practical picture of current trends in Management Education, in general, is indeed, not, at all, encouraging. A number of factors are responsible for existing scenario. Therefore, it is highly imperative to implement the recommendations given, quite ruthlessly or relentlessly. Otherwise, it would really be very difficult to alter the existing trends, in Management Education, some of which are already well penetrated.

RESEARCH PAPER LIMITATIONS

Like every other Research Paper, this Research Paper also proceeds with the following limitations.

1. Various views formed and opinions expressed by the Researcher in this paper are personal in nature. As a result, some sort of disagreement with either some or all the views and opinions is possible.

2. As the Researcher is in full time employment in one of the reputed Institutions in Management in Pune (Maharashtra), rational reservation is adhered to, quite strictly while expressing some General views and Personal opinions of the researcher.

3. Several current trends in Management Education considered for the purpose of this paper are not exhaustive but suggestive or representative in practical nature. Only a few significant current trends in Management Education are actually academically studied in this Research Paper for want of length. .

4. The Names, Addresses, e-mailids, Years of Experience of Service and allied details about Principals, Deans, Directors and Senior Professors, from whom the Primary Data is collected, are not disclosed in this Research Paper as per their desire.

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A CRITICAL STUDY OF CONSEQUENCES OF NON PERMISSIBILITY OF Ph. D. ALONG-WITH THE JOB

ABSTRACT

*There was news, in one of the leading Newspapers in the last month, titled as **'Ph. D. Impossible along-with the Job.'** In the opinion of the Researcher, strict implementation of the decision of **'Non Permissibility of Ph. D. along-with a Job'** of the concerned University seems to have far reaching effects and defects on almost all the classes of Academicians, Heads of the Educational Institutions, Assistant Professors interested in studying for Ph. D, Colleagues of Assistant Professors and other Academicians who would serve in the Institute during Ph. D. Study Leave of an Assistant Professor.*

In one of the articles published thirty six years earlier, one author has criticized the quality of the research. In another leading regional Newspaper two years earlier, there was a series of articles which emphasized several negative aspects associated with the overall Research Quality. like Non Innovative, Non Creative, 'Bought,' strictly Salary and promotion focused, etc. In order to put forward the reality about the Research Quality, the researcher himself wrote an article after the series was over and that article was published in another competing newspaper clearly pointing the other side of the Research out to the general public, at large.

In this Research Paper, the Researcher has attempted to study the Consequences of a major decision arrived at by one of the Universities regarding non permissibility of Ph. D. studies along-with the Job.

INTRODUCTION

There was news in one of the leading regional Newspapers (Maharashtra Times, dated 17th March 2017, Friday, Page No. 14) in the last month titled as **'Ph. D. Impossible along-with the Job.'** As per the contents of the news, a Professor (Assistant) or any other person working in private sector cannot serve as such and study for the degree of Ph. D., simultaneously. The practical scope and application of the rule is restricted only to one of the Universities in Maharashtra, right now. It is mandatory for the professors who intend to study for Ph. D. to submit to the concerned University the form of sanctioned leave, minimum for three years.

It may necessarily not, at all, be out of place to point out over here that University Grant Commission (U. G. C.) had already introduced an important amendment having the same impact as aforesaid, in its rules eight years earlier, in the year 2009 itself. However, the same amendment was not strictly executed in practice till date, by the University in the news. In other words, at present it is decided by the said University to implement such an amendment, as per the dictates of the words.

In the opinion of the Researcher, this decision arrived at on the part of the concerned University, no doubt, seems to have far reaching effects as well as defects on almost all the classes of Academicians, Heads (Chairmen and Directors or the Principals) of the Educational Institutions from which the Assistant Professors want to study for Ph. D., Assistant Professors themselves, who intend to study for Ph. D., Colleagues of such Assistant Professors – Professors and Associate Professors, other Academicians who would serve in the Institute during Ph. D. Study Leave of Assistant Professors.

The effects (Positive Impacts) and defects (Negative Impacts), together termed as consequences on different classes of Academicians would undoubtedly not only be different but at times they may even be conflicting, thus controversial, in practical nature.

Thus, only after an Assistant Professor or any other person working in private sector, desirous of doing Ph. D., submits a sanctioned letter of leave, for a minimum period of three years, from the respective college or private organization, the University will accept the proposal for Ph. D. as a candidate.

REVIEW OF LITERATURE

Almost in all the Seminars, Conferences, Guest Lectures and Workshops related to the topic of 'Research,' more often than not, very loud comments are passed, now-a-days, by the Chancellors, the Vice-Chancellors and the Deans of different Universities, Chairmen, Directors, Principals, Vice-Principals and the Heads of

different Departments, of various Educational Institutions, etc. that the overall quality of Research has drastically or substantially dropped down, over a period of last few years. At the same time, none of these authoritative persons have ever quantified the exact number of years for which this is actually taking place.

This present Research scenario aroused curiosity and interest in the mind of the Researcher and thereafter, he tried his resources to the best of his capabilities to stress the origin of dilution of the quality of the Research through Review of relevant or pertinent literature. To the utter surprise of the Researcher, it was found out that the process of Research Dilution is certainly not, at all, new nor it started just eight to ten years back, as it was suspected by the Researcher, but, as per the reliable literature readily available, right now, indeed, it predates back to as many as thirty six years.

An article titled, 'Do you want Ph. D?' authored by the late eminent Management Consultant, Senior Management Professor and entrepreneur *Dr. Dilip Sarwate* was published in one of the leading (having highest circulation as per the Audited figures by Audit Bureau of Circulation since then till date – around 5, 00,000 per day) regional newspapers (Sakal) in Maharashtra on *Sunday, 22nd January 1981, thirty six years earlier.* In this article, he has highlighted different formal and procedural aspects associated with the Research like Research Registration, Appointment of Research Guide, so called Guidance given by the Research Guide, Research Topic, Data Collection, etc. In his article, he has critically evaluated all these aspects in detail and tried to point out the lacunae existing in the Research system, then. No wonder, the quality as it is experienced today is too diluted, as it has not resulted overnight or within a span of short time, but it has happened over a minimum period of more than thirty six years or so, as it is clearly evident from the review of significant piece of literature, as referred to, above.

In another leading regional Newspaper (Maharashtra Times) two years earlier, there was a series of articles which emphasized several negative aspects associated with the overall Research Quality. like Non Innovative, Non Creative, 'Bought,' strictly Salary and promotion focused, etc. Majority of the controversial, thus, doubtful, debatable and disputable, opinions expressed in such articles were really based on personal observations and experiences of the respective authors, therefore, they seemed to be totally bias, bogus, hence baseless. As a result, jumping to a general conclusion about Research Quality was definitely not found quiet appropriate to the Researcher.

One of the peculiar features of such articles was that hardly any positive aspect associated with the Research was included. There were, no doubt, some facts and a little substance in the articles, but, that was only half the story about the overall Research Quality. *In order to put forward the full story about the Research Quality, the researcher himself wrote an article after the series was over and that article was published in another competing newspaper (Sakal, on Tuesday, 3rd February 2015) clearly pointing the other side of the Research out to the general public, at large.* Otherwise, wrong impression about Research could have been created among the general masses.

Furthermore, it is a well established fact that a piece of literature, in order to qualify the caliber or status of the Research must fulfill minimum two criteria, viz., firstly it should certainly be innovative and secondly it should surely be based on Scientific research Procedure. In the article, mentioned in the last paragraph, it was contented by the Researcher quiet firmly that some percentage of Research undertaken, these days, does stand the true test of validity against the two criteria. If an interested Researcher intends to find out the exact percentage of **'Pure Research'** prevailing at present, he must necessarily conduct a field survey following a scientific procedure. (Consisting of several practical aspects like Population, Sample, Sample Size, Questionnaire, Data Collection, Analysis, Findings and finally Inferences or Conclusions)

RESEARCH PAPER OBJECTIVES
The following are the Objectives of the Research Paper:

1. To Study Consequences of University decision regarding Non pbility of Ph. D. along-with the Job. on different classes of Academicians

2. To Study the Philosophy of University Grant Commission (U. G. C.) behind Amendment in the Rule related to Ph.D.

RESEARCH PAPER SCOPE

The Practical Scope of the Research Paper extends to the Assistant Professors desirous of doing Ph. D. Further, it also extends to the study of Philosophy of University Grant Commission (U. G. C.) behind the amendment in the Rule related to Ph. D.

RESEARCH PAPER METHODOLOGY

The following Research Methodology is adopted for writing this Research Paper.

4. The Research Paper is based on both the Secondary Data and Primary Data.

5. Review of pertinent Literature is done to gather secondary Data for the Research in order to understand, in depth, the Academic Status of the Research in past and at present.

6. The Interviews of different (Chairmen, Directors, Principals, Vice-Principals) the Heads of different Departments of various Educational Institutions in and around Pune City are conducted to ascertain their opinions and views about the quality of present Research.

TECHNIQUE AND TOOL USED FOR PRIMARY DATA COLLECTION

1. The ***Personal Interview Technique*** is used for the purpose of Primary Data Collection to conduct Research and the ***Data Collection Tool*** is ***Non-disguised and un-structured Questionnaire.***

Sources of Secondary Data

For this Research Paper, the sources of Secondary Data which are related to the Research include only a book. The details about the book are included in the Section of 'Categorized Bibliography,' which is located towards the end of the Research Paper.

Consequences of University decision regarding Non Permissibility of   Ph. D. along-with the Job on the Chairmen and the Directors or the Principals

The rule of U. G. C. of sanctioning leave to an Assistant Professor for doing Ph. D. would certainly not affect quite adversely and economically those educational institutions which are fully aided by U. G. C. However, for those educational institutions which are unaided, for example, Management Institutions in Maharashtra and in some other states, sanctioning leave to an Assistant Professor would certainly affect quite adversely and economically too.

The top Management (Chairmen and the Directors) would surely have to make an alternative arrangement in place of an Assistant Professor on 'Ph. D. Leave.' Such a substitute professor would be required to be paid, additionally. Sometimes, this may amount to the burden or the liability for the Institute, especially if the student in-take is relatively less and the Institute is Un-aided. On this economic background, would the top Managements of educational institutions be interested in welcoming and implementing U. G. C. decision merrily?

At the same time, there is another inherent danger in sanctioning such a leave to an Assistant Professor and it leads the Researcher to a few following inevitable and unanswered questions.

1. *Assuming for the sake of argument that the concerned Professor has signed a bond with the institute stating that after completion of Ph. D, he would rejoin the same Institute, in case he breaks the bond and travels beyond the boundaries of India, what action can either the top Management or U. G. C. take against such a Professor?*

2. *In such a case, even an Extradition Clause cannot be made applicable in respect of an Academician. Furthermore, when the Indian Courts will have no absolute Jurisdiction in foreign countries, would the valuable amount and precious time invested on a professor would turn out to be a sheer waste?*

Consequences of University decision regarding Non Permissibility of   Ph. D. along-with the Job on the Assistant Professors desirous of doing Ph. D.

If such a Professor is associated to a college having U. G. C. Grant, as per the terms and conditions of the bond, he would get the legitimate salary (without unauthorized deduction) on time.

On the other hand, *if a Professor belongs to an Institute not having U. G. C. Grant, would the top Management be ready and willing to pay the salary as per the Pay Scale to a Professor, on time? Under such circumstance would he be able to concentrate on his Ph.D. studies wholeheartedly?*

Consequences of University decision regarding Non Permissibility of Ph. D. along-with the Job on the Colleagues of Assistant Professors desirous of doing Ph. D.

When one of the members of the staff is on Study leave, in case, a suitable and a fit candidate is not found in his place, it may increase the teaching load of existing colleagues of the Assistant Professor desirous of doing Ph. D., say, other Assistant Professors, Associate Professors and Professors.

Would such colleagues be happy to share the additional teaching load, so created? Would they demand additional remuneration or honorarium for the additional teaching load so shouldered which the top Management would have paid, had the alternative arrangement would have resulted?

Consequences of University decision regarding Non Permissibility of Ph. D. along-with the Job on the substituted Academicians

When a suitable and fit candidate is found and substituted in place of a vacancy resulting from Study leave of a Professor, would such a substitute Professor do justice to his job, when he is well aware of the fact that he may not continue in the same position for more than maximum three years? Would his short-term teaching attitude and narrow teaching approach dilute the quality of teaching? Would the Management pay to such a substituted professor adequate compensation as per the rules, particularly if the alternate arrangement is easily possible?

Philosophy of University Grant Commission (U. G. C.) behind Amendment in the Rule related to Ph.D.

As per the contention of University Grant Commission (U. G. C.), Ph. D. cannot be treated or interpreted as a part time degree. As it is the case in some other Universities, Ph. D. is a full time degree.

When a period of three years is allotted to a candidate to do research, preferably in an area of his choice or liking, he is expected to provide adequate and fresh time to do all the activities related to the Research during that time. On the contrary, when the Research is undertaken as a part time activity, the Researcher cannot do so as his first priority would naturally and normally be to perform those activities which may lead to direct or indirect benefits either immediately or moderately. Moreover, when the Researcher has taken a *'Research Leave',* he is not allowed to serve anywhere or to engage himself in any other business or gainful activity because of which there is every possibility that his prime attention is fully concentrated on the activity of Research.

As a result of this measure, it is expected by the University Grant Commission (U. G. C.), that the overall quality of the Research would definitely increase over a period of time.

Researcher's Opinion about Strict Implementation of U. G. C. rules regarding impossibility of Ph. D. along-with the Job –

On the basis of an Opinion Survey and personal observations of the Researcher it can be *concluded* that U. G. C. decision regarding non permissibility of Ph. D. along-with a job sounds correct. As it is contended by U. G. C. this measure is bound to improve the quality of the overall research in Indian Universities over a period. Therefore, *in the opinion of the Researcher, Paid Study Leave for doing Ph. D. should necessarily be granted to the aspiring candidates wherever he is associated with a college having U.G. C. Grant.*

At the same time, it is an admitted fact that in case of some unaided educational institutions, simply Break Even Point (B. E. P.) is met with great struggle. Here, a serious problem may crop up. When U. G. C. Grant is not there, can such an Institute afford the Paid leave for consecutive three years to the Professor without any output from him in the practical form of teaching, when at the same time, it has to pay to the substitute Professor?

Furthermore, the practical Research Scenario, in general, is really not encouraging, at present. No doubt, a number of vital factors which are acting collectively, not individually, are responsible for the same scenario. So, also it is highly imperative to implement the decision of U. G. C. regarding non permissibility of Ph. D.

along-with the job. Otherwise, it would be very difficult to improve the existing standard of overall Research, as it may get penetrated, shortly.

RECOMMENDATION
The U. G. C. decision of non permissibility of Ph. D. along-with the job is decided to be executed strictly by only by one of the Universities, right now. If other Universities would also shortly start executing this decision strictly, a serious problem would certainly crop up for a class of professors. It may not be out of place to recommend over here that the University authorities in consultation with the managements of different educational institutions would have to arrive at an amicable and mutually satisfactory solution for this 'Would be' problem.

RESEARCH PAPER LIMITATIONS
The following are the limitations of the Research Paper.

1. Consequences of University decision regarding non permissibility of Ph. D. along- with the Job on different classes of Academicians considered in the Research Paper are not, at all, exhaustive, but they are suggestive or representative in practical nature. Only a few such consequences are academically studied for want of length of the Research Paper.

2. As the Researcher is in full time employment in one of the reputed Management Institutes located in 'Pune', rational reservation is adhered to, strictly, while expressing Personal views and opinions.

3. The Demographic Details consisting of names, addresses, e-mailids, years of experience and allied matters related to different Chairmen, Directors, Principals, Vice-Principals and the Heads of different Departments of various Educational Institutions in and around Pune City, from whom Primary Data is collected, are not disclosed in the Research Paper, as per their desire.

4. The scope of the Research Paper does not extend to a person working in private sector desirous of doing Ph. D.(who eventually comes within the ambit of the news)

5. The study for this Research Paper is purely of academic orientation, as mentioned earlier, partially based on secondary Data. Therefore, some level of adaptation may be needed in practical decision making situations related to the quality of Research.

6. As the study for this Research Paper is partially based on Secondary Data, all the imitations of Secondary Data have direct and deep impact on various views formed, inferences arrived at and suggestions put forward to improve the overall quality of Research in Indian Universities.

7. As the Research Paper is partially based on Researcher's own observations, experiences, personal views and opinions, intellectual agreement with all the views and opinions is ideally not expected, in practice.

SCOPE FOR FUTURE RESEARCH
During the course of the study of this Research Paper, the researcher found out that there is an ample scope and adequate potential for research in future for the following topic related to the Consequences of University's decision regarding impossibility of Ph. D. along-with the Job.

1. Consequences of University decision regarding non permissibility of Ph. D. along-with the Job. on the Employees of Private Sector

2. An Empirical Study of various factors responsible for Diluting the Quality of Research for the Period 2006 to 2016

FOOT NOTE
The titles of the articles of Dr. Dilip Sarwate and the Researcher himself are translated into English as the original articles published in the regional newspapers were in local language. (Marathi)

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ABOUT THE BOOK

The author has written more than one hundred and twenty five Research Papers, so far, in various International Research Journals, some of which have very high Impact Factor. At the same time, he has also presented a number of Research Papers in different International Seminars as well as Conferences. Some such select Research Papers have been published in this book, the majority of which have been published in several Journals by Empyreal Institution of Higher Education, the Institution which has published the same book. Indeed I am highly indebted to the publishers for this reason.

The book is divided into Four Sections, namely, Human Resource, Marketing, Legal Administration, Corporate Social Responsibility and Governance in India and Management Education. The first section on 'Human Resource' deals with relevant and Contemporary Issues in Personnel Management and Human Welfare. The second Section on 'Marketing' deals with many hard core concepts as well as legal aspects associated with Marketing. As the name suggests, the third Section deals with Legal Administration, Corporate Social Responsibility and overall Governance in India. The next Section explores burning current Trends in Management Education.