

# An Empirical Study of Role and Significance of Salesmanship for Competitive Advantage with Special Reference to Indian Retail Industry

Rajul Dutt

Faculty of Commerce & Management, Rama University, Delhi (NCR)

*The objectives of this research are to understand the influence of selling traits dimensions in Indian Retail Market in Delhi NCR Region. A salesperson's success depends upon his ability to focus on matters relating to sales and the resilience displayed by him upon facing repeated rejections from the buyer.*

*The data was collected from the sample of 147 salespersons working in different Shopping Malls, Departmental Stores etc. The various demographic variables examined were age, gender, education, income occupation, Span of service and Religion. Three factors analysis were run in the present study to verify the postulated dimensionality of the independent and dependent variables respectively by utilizing the varimax rotation. On the variables being validated they were subject to a test of internal consistency. The mean was applied as a measure of Central tendency, which indicated that all the variable were above their midpoint level. One tailed Pearson correlation tests were employed (Table-6) all the independent variables were found to the significantly correlated with the dependent variable of salesperson performance indicating the achievement of predictive validity. One tailed Pearson correlation tests were employed and all the independent variables were found to the significantly correlated with the dependent variable of salesperson performance indicating the achievement of predictive validity and to test the hypothesis developed for the present study, regression was used. The independent variable (physical, mental, personal and social traits) were entered into a simultaneous regression model predicting salesperson performance.*

*The results shows that the  $t$ -statistics and the significance levels of each independent variable against the salesperson performance. Only, Physical trait significantly (significance level below than 0.01) explain salesperson performance whereas mental, personal and social traits did not (significance levels over than the minimum accepted level of  $p < 0.05$ ). Hence this indicates that physical traits influence the sales person performance.*

**Keywords:** Selling Traits, Salesman, Performance, retail.

## INTRODUCTION

The purpose of this study was to identify the factors that enable sales organizations to be highly successful. Companies have delayed and cut back spending, demanded price concessions, and involved more players in the buying process. Salespeople have had to work harder to demonstrate the unique levels of their products (which are increasingly viewed as commodities). Many sales organizations are finding that selling as demanding as ever. The engines of economic growth and profitably. "Nothing happens until someone sells something," is an old saying in business. But in reality, a lot must happen before a sale can be made. Companies count on their sales and marketing teams not only to sell products but to the lay the groundwork to make it happen. However, salespeople are expensive. Often they are the most expensive element in a company's marketing strategy. As a result, they have to generate business in order to justify a firm's investment in them.

Salespeople aren't appropriate channels for companies in all situations, however. Some purchases don't require the salesperson's expertise. Or the heed to sell at a very low cost may make retail stores or online selling more attractive. But in salespeople can be best channel to reach customers. Similarly, salespeople interact directly with customers and, in so doing, gather a great deal of useful information about their needs. The salespeople then pass the information along to their

## An Empirical Study of Role and Significance of Salesmanship for Competitive Advantage with Special Reference to Indian Retail Industry

Firms, which use it to create new offerings, adjust their current offerings, and reformulate their marketing tactics. The trick is getting the information to the right decision makes in firms. Many companies use customer relationship management (CRM) software like Net suite or sales force. Com to provide a mechanism for salespeople to enter customer data to pinpoint segments of customers with which to communicate directly in addition to using the data to improve and create and marketing strategies, the information can also help marketing decision makes understand who makes buying decisions, resulting in such decisions as targeting trade shows where potential buyers are likely to be.

### Indian Retail Market

The importance of retailing is increasing day by day and today it is the integral part of the whole economy in India. The retail business sector is witnessing tremendous growth with the fast changing demographics and an increase in the quality of urban consumers but retail growth in India is at very early stage and unbalanced.

However, during the last five years, the Indian retail industry has seen phenomenal growth with the changing consumer behavior, lifestyle, increasing influence of western culture, rising incomes with the entry of corporate etc and India has now become the most attractive destinations for retailers from across the globe.

Retailing provides jobs to almost 10 percent of employable adults and it is perhaps the largest contributor to India's GDP as retail sales. Increase in income levels of middle and higher income groups with fast changing lifestyles, nuclear families, advent of cable television, internet are some valuable factors which contributed to the retail growth. As India is one of the world's largest consumer markets and is an emerging world economic power, this market presents a potentially vast untapped source. There is a dramatic shift which is taking place in retail with changes in characteristics of competitive environment, consumer, technology and the economy put together are the driving force of the

future of retailing.

In India the retail market is as old as in the global context. However, the concept organized retailing is comparatively new. Retailing has been one of the prominent driving forces in business in India. Traditionally it has been dominated to a large extent by the unorganized sector. The Indian retail sector is facing intense competition. Though, new stores and malls and coming up every day, but differentiating their retail offerings is a real challenge for all of them. It is difficult for retailers to maintain an advantageous position only from products, price, promotions and the retailing network. With the changing profile of the Indian customer, it is become very challenging for the retailers to allure the customers to their stores. By improving the in-store environment, a store can create an effective consuming condition to stimulate consumers' immediate purchasing action.

"Nothing happens until someone sells something," is an old saying in business. But in reality, a lot must happen before a sale can be made. Companies count on their sales and marketing teams not only to sell products but to the lay the groundwork to make it happen. However, salespeople are expensive. Often they are the most expensive element in a company's marketing strategy. As a result, they have to generate business in order to justify a firm's investment in them. The change that organized retail has brought about is evident how it has transformed the neighborhood grocery or "kirana" store Gone are dust-coated shelves and cluttered the and in place are neat rows of the latest products and spruced up appearance and attentive staff.

## OBJECTIVES OF THE STUDY

- 1) To examine the relationship of various traits of salesman and performance.
- 2) Study the impact of the sales traits on the performance level of employees
- 3) To study the significance of salesmanship in building long lasting relationship for mutual benefits of organizations and sales employees

## RESEARCH METHODOLOGY

The Mode of data collection was personally through self administrated survey questionnaire during 15th April 2015 to 25th may 2015. The survey questionnaire was divided into three parts which includes demographic information, selling traits namely physical traits, mental traits, personal traits and social traits and salesperson performance. The respondents were asked to indicate their agreement or disagreement with several statements on a 7 point

liker scale from 1= strongly disagree to 7 = strongly agree. The Cronback alpha obtained for the measure were 0.91 for physical traits, 0.88 for mental traits, 0.78 for personal traits and 0.74 for social traits while 0.88 for salesperson performance.

The Sample for the empirical research consisted of 272 respondents. The respondents were told that participation was voluntary and not compulsory. Finally only 147 respondents returned the completed questionnaire. The demographic profile of Salesperson being evaluated are presented in Table

Table 1 Demographic Profit of Salesman			N=147
Variables	Description	Frequency	Percentage
Gender	Male	90	61.2
	Female	57	38.7
Age	<25 years	12	8.16
	25-35 years	88	59.8
	36-45 years	37	25.1
	46-55 years	10	6.8
Educational level	High school	8	5.4
	Intermediate	11	7.4
	Bachelor's Degree	108	73.4
	Master's Degree	20	13.6
Designation	Sales Executive	39	26.5
	Sales Manager	71	48.2
	Sr. Sales Manager	28	19
	General manager and above	9	6.1
Span of Service	<1 years	12	8.16
	2-5 years	44	29.9
	6-10 years	68	46.2
	11-15 years	19	12.9
	>15 years	4	2.7
Monthly Income	<15000	35	23.8
	15,000-30,000	71	48.2
	30,001-45,000	21	14.2
	45,001-above	20	13.6
Religion	Hindu	72	48.9
	Muslim	38	25.8
	Sikh	18	12.2
	Christian	16	10.8
	Other	03	2.0

## Results and Discussion

The Evaluated salespersons number is 147 and from the sales persons profile it can be concluded that 73.4% were graduates while 13.6% were post graduates. While 59.8 % salespersons were in the age group between 25-35 years and 25.1 % of them were in the age group of 46-55 years. It is evident from the profile that 61.2 % were males while 38.7 % were female respondents. Above 46.2% were having selling experience of 6-10 years and 29.9 % of them were having 2-5 years selling experience. Among them 48.2% were drawing salary between Rs. 15000-Rs. 30000 per month while 23.8% respondents were drawing less than Rs. 15000/month. In terms of Religion distribution 48.9% were Hindus while 25.8 % were Muslims.

### Goodness of Measures

#### Factor Analysis

The validation procedure adopted in the present study was factor analysis. It allowed the researcher to ensure whether the reduced set of items were similar to number of initially modeled concepts. Three factors analysis were run in the present study (Table 3 & 4) verify the postulated dimensionality of the independent and dependent variables respectively by utilizing the varimax rotation. All the factor analysis was diagnosed to have met the assumptions based on Kaiser-Meyer-Olkin measure and the diagonals of the anti-image correlation matrix to be above 15. On the examination of the 4 factor solution of independent variables revealed that a combined total variance of 69.96 % while major variation was witnessed by Physical traits (22.75%) followed by Mental traits(17.87%), Personal traits(17.51%) and Social traits (11.83%).

#### Reliability analysis

On the variables being validated they were subject to a test of internal consistency. It was done to determine the extent of agreement between

respondents of each dimension i.e higher score would determine higher reliability. The Conbranch's alpha on computation was well above the cutoff value of 0.70 indicated that all measures were reliable.(As suggested by Nummally and Nemstein 1994).

### Descriptive Analysis

The mean was applied as a measure of Central tendency, which indicated that all the variable were above their midpoint level as indicated in Table-5. Out of the four independent variables, Mental traits was the highest in rating (M=5.56) while lowest was Physical traits(M=5.36).

### Predictive and Discriminant Validity

One tailed Pearson correlation tests were employed (Table-6) all the independent variables were found to the significantly correlated with the dependent variable of salesperson performance indicating the achievement of predictive validity.

### Regression Analysis

To test the hypothesis developed for the present study, regression was used. The independent variable(physical, mental, personal and social traits) were entered into a simultaneous regression model predicting salesperson performance. It is evident from the Table- 7, that selling traits dimensions significantly explain salesperson performance ( $R^2 = 0.47$ ).  $R^2$  is the proportion of variance in dependent variable i.e physical, mental, personal and social traits. The Table clearly shows that only Physical traits significantly (significance levels below than 0.01) explains salespersons performance whereas mental, personal and social traits did not as their significance level is over  $p < 0.05$ , the minimum accepted level. Thus, the finding indicates that 47% of the variance in Salesperson performance can be predicted from the Physical trait variable. Hence it is included that only H1 that was posited as there is a significant positive relationship between physical



traits and salespersons performance is fully supported in the present study.

## LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Several studies in the past have identified and outlined a great number of independent variables than influences the salesperson performance. With respect to this, the present study is an attempt to continue from Churchill's et.al" (1985) work to examine the influence of selling traits on sales person performance and this study will investigate the influences of four selling traits on performance ie to study the relationship between selling traits (Physical, Social, Personal and Mental Traits) and performance of sales personnel and this is depicted in Fig-1

The salesman performance is dependent upon the contribution of many factors. It is being observed that selling skills of sales personnel plays an important role in making the actual sales which in turn makes revenue for the organization. According to Ingram et.al (2004), in today's competitive environment, business organizations are forced to look out for highly skilled salespersons and in the process to strengthen the sales department to ensure/enhance sales. Atuahene-Gima & Micheal (1998) mentioned that with the advent of technology and internet, consumers are much more informed and smarter and desire best from sellers to fulfill their demands. Now the companies have realized

that sales personnel are the major and important link between them and customers. Futrell (2006) mentioned the organizations to grow faster than its competitors should focus on quality sales personnel who not only generate business from existing customers but also find new prospects. Hence, the management are now motivated to understand the value/importance of sales persons and have realized the need for them in order to increase the market share more so due to main reasons (1) the business environment is becoming more and more complex and dynamic due to fast changing technology and (2) consumers are being well informed and educated and expects the best to satisfy their needs and wants.

### *Physical Traits and Salesman Performance:*

Cho (2001), mentioned that a person's behavior. According to Liegh and Summers (2002); Futrell (2006) pointed that one of the critical aspect for a successful selling is salesman's non verbal cues. William et al (1990), there are four major non verbal expressions such as pleasant voice, non verbal vocalization, good body posture, sound health, positive self image might result in making the sales. Therefore any conscious effort on the part of the sales person to adapt on such physical traits will create a charisma on the customers and should give him as a seller a positive feeling to enhance the chances to sell or to perform better. Gabbot & Hogg (2000) suggested that a different characteristic of voice modulation is highly correlated with output of sales

#### Independent Variables

- Sales Traits Dimensions
  - Physical Traits
  - Mental Traits
  - Personal Traits
  - Social traits

#### Dependent Variables

→ Salesperson Performance

performance positively. Therefore, the above discussions suggests the first hypothesis ie

**H1: There is a positive relationship between physical traits and salesman's performance**

### *Social Traits and Salesman performance:*

According to Williams and Spiro (1985) to become a successful salesman, one should be able to adapt his/her style of communication according to the customers to interact with them. William et al (1990) posited that if the sales personnel are able to bring variation in their communication styles in relation to the customers are far more successful in closing the sale. Broorom et al, (1998) suggested that there is a positive relationship between adaptiveness in organizational sales. Rich and Smith (2000) found that sales personnel who possess high responsive characteristics have greater value also those acquiring observation skills concerning the social style of others are critical factors to become successful salesperson. Jane and Dawn (2003) suggested that the competency in being empathic is correlated with increased sales performance. Morgan and Stoltman (1990) pointed out in their study that there is a positive relationship ship between ability to adapt and non verbal behavior. Babakus et al., (1996) in their study found a positive association between salesperformance and sales organizational effectiveness and adaptive selling. To sum up, some previous empirical studies demonstrated a significant relationship of the social traits on salesperson's performance. Therefore, it is expected to have a similar relationship among the study sample of salespersons. Thus, the second hypothesis is

**H2: There is positive relationship between social traits and salesman's performance.**

### *Personal and Mental Traits and salesman performance:*

Personal and mental traits refer to the sales personnel behavior related to provide information, specification about the product along with the application and functions of the product and services. The sales persons should also possess knowledge not only about the organization they are working with but also about the industry, competitors, sales policies etc so as to cope with the complex and dynamic market environment. Ahearne and Schillewaert (2000) mentioned that salesman's performance is influenced by marketing skills. Consultative skills are another important factor considered for the enhancing the performance of a salesman (De Cormier and Jobber (1993). Schuster and Danes (1986) posited that negotiation skills possessed by a sales person contributed to the success of the sales person. It is also recognized that effective sales persons possess richer and more interrelated knowledge structures about their customers than those that are less effective. Sujan et al (1988). Besides aptitude for selling, role perception, motivation, personality and organizational factors, sales skills also affects the performance. Castleberry and Shepherd (1993), Ramsey & Sohi (1997) emphasized that for being a successful sales person effective listening is equally important as communication skills. Pettijohn and Pettijohn (1994) emphasizes upon that customer knowledge is important and that it should be included in sales training programmes. Makinen (2004) suggested in his research that it is important for salesman to have knowledge about the product. Rich and Smith (2000) found in their study that individuals possessing high responsive.

**H3 : There is positive relationship between personal traits and salesperson performance**

**H4 : There is positive relationship between social traits and salesperson performance**

An Empirical Study of Role and Significance of Salesmanship for  
Competitive Advantage with Special Reference to Indian Retail Industry

Table-1 Factor Loadings for Independent Variables					
	Items	Factor			
		1	2	3	4
(a)	<b>Physical Traits</b>				
1	Good Appearance	0.80	0.31	0.13	0.08
2	Pleasant Voice	0.81	0.17	0.20	0.17
3	Positive Self Image	0.86	0.10	0.24	0.06
4	Sound Health/ Physically fit	0.78	0.33	0.05	0.20
(b)	<b>Mental Traits</b>				
1	Level of Self Confidence	0.36	0.77	0.24	0
2	Resourcefulness	0.32	0.71	0.36	0.13
3	Good Imaginative Power	0.21	0.78	0.16	0.24
4	Ability to Initiate	0.1	0.8	0.2	0.33
(c)	<b>Personal Traits</b>				
1	Good Listening Ability	0.05	0.25	0.75	-0.01
2	Determination to Perform	0.09	0.22	0.7	0.24
3	Courage and Risk taking ability	0.43	0	0.7	0.02
4	Persuasiveness	0.32	0.22	0.41	0.21
(d)	<b>Social Traits</b>				
1	Empathy & Modesty	0.14	0.33	0.32	0.61
2	Ability to handle situation with Tact	0.22	0.26	0.45	0.51
3	Co-operative Nature	0.3	0.1	0.46	0.68
4	Ability to meet people/Extrovert	0.16	0.2	0.02	0.8
	Eigen Value	3.88	3.06	2.99	2.02
	Percentage variance Explained(69.96)	22.79	17.89	17.52	11.84
	Reliability (alpha)	0.92	0.88	0.78	0.74
	KMO measure of Sampling Adequacy		0.89		
	x2 (d.f)		1210.26(136)		

**Note:**

Statistical procedures of factor analysis was utilized to ascertain the validity and reliability measures to ensure whether the reduced sets of items were similar to the number of concepts that were modeled initially. The analysis revealed a combined total variance explained of 69.96 percent. The variation taken by different traits comprises of physical traits (22.75%), mental traits (17.87%), personal traits (17.51%) and social traits (11.83%). The computation of Cronbach's alpha being well above the cutoff value of 0.70 indicates that all measures were reliable

An Empirical Study of Role and Significance of Salesmanship for  
Competitive Advantage with Special Reference to Indian Retail Industry

Table-2 Factors Loadings for Salesperson Performance(Dependent Variables)	
Items	Factors
Salesperson Performance	1
To generate high sales	0.88
Effective in increasing Market share	0.95
Potential to exceed Sales Target	0.9
Eigen Value	2.49
Percentage Variance Explained	82.14
Reliability(alpha)	0.88
KMO measure of Sampling Adequacy	0.71
$\chi^2$ (d.f)	198.430(3)

**Note:** Internal consistency test was done to determine the extent of agreement between respondents for each dimension. Higher reliability indicate higher score. The Cronbach's alpha being well above the cut off value 0.70, hence it indicates that all the measures were reliable .The alpha registered a value of 0.88.

Table-3 Characteristics of the Variables				
Variables	Minimum	Maximum	Mean	Std. Deviation
Physical Traits	3.21	7.00	5.36	0.62
Mental Traits	3.00	7.00	5.56	0.71
Personal Traits	3.00	7.00	5.47	0.80
Social Traits	2.00	6.74	5.38	0.83
Salesperson Performance	3.32	7.00	5.53	0.82

## FINDINGS

From the sales persons profile it can be concluded that 73.4% were graduates while 13.6 % were post graduates. While 59.8 % salespersons were in the age group between 25-35 years and 25.1 % of them were in the age group of 46-55 years. It is evident from the profile that 61.2 % were males while 38.7 % were female respondents. Above 46.2% were having selling experience of 6-10 years and 29.9 % of them were having 2-5 years selling experience. Among them 48.2% were drawing salary between Rs. 15000-Rs. 30000 per month while 23.8% respondents were drawing less than Rs. 15000/month. In terms of Religion distribution 48.9% were Hindus while 25.8 % were Muslims.

The analysis revealed a combined total variance explained of 69.96 percent. The variation taken by different traits comprises of physical traits (22.75%), mental traits (17.87%), personal traits (17.51%) and social traits (11.83%). The computation of Cronbach's alpha being well above the cutoff value of 0.70 indicates that all measures were reliable.

Internal consistency test was done to determine the extent of agreement between respondents for each dimension. Higher reliability indicate higher score. The Cronbach's alpha being well above the cut off value 0.70, hence it indicates that all the measures were reliable .The alpha registered a value of 0.88.

All the independent variables such as Physical, mental personal & Social traits were found to be significantly correlated with the dependent variable i.e. sales person performance. Hence it indicates the achievement of predictive validity

Only Physical trait significantly (significance level below than 0.01) explain salesperson performance whereas mental, personal and social traits did not (significance levels over than the minimum accepted level of  $p < 0.05$ ). Hence this indicates that physical traits influence the sales person performance.

measure the central tendency, mean was applied and it indicates in the table that all variables were above their mid-point. The rating of mental traits registered the highest ( $M=5.56$ ) while the lowest was Physical traits (5.36). However salesperson's performance i.e. dependent variable's mean value was within the range of 5-6 in 7 point likert scale. This table suggests that all the variables exhibited a standard deviation of less than 1

#### CONCLUSION

The present research was carried out to study the selling traits important for the salesperson such as physical, mental, personal & social traits to influence the salesperson performance. On the basis of literature review, four hypotheses were framed and it is found that the support was found only to one hypothesis which demonstrated that there is significant relationship between physical traits and salesperson performance. The results from this study suggests that those salesperson who have positive self image combined together with good appearance, pleasant voice, good posture and sound health stands a good chance to influence the prospective buyers or it becomes easy to sell the product. The researcher is also of the opinion that it is only one can start the conversation with the prospective buyer when someone is ready to talk to you, it is only than one can influence with mental, psychological/knowledge and other traits studied during the research.

#### REFERENCES

- Atuahene-Gima, K., & Micheal, K. (1998). The Contingency analysis of the impact of salesperson's effort on satisfaction and performance in selling new products. *European Journal of Marketing*, 32 (9/10), 904-921.
- Babakus, E., David W. Cravens, Kent Grant, Thomas N. Ingram, & Raymond W. LaForge (1996). Investigating the relationship among sales, management control, sales territory design, sales person performance and sales organizational effectiveness. *International Journal of Research in Marketing*, 13, 345-363.
- Castleberry, Stephen B., & C. David Shepherd (1993). Effective Interpersonal Listening and Personal Selling. *Journal of Personal Selling & Sales Management*, 13 (winter), 35-49.
- Churchill, Gilbert A., Jr., Neil M. Ford, Mark W. Johnson, & Orville C. Walker, Jr. (1985). The Determinants of Salesperson Performance: a Meta-Analysis. *Journal of Marketing Research*, 22 (May), 103-118.
- DeCormier, Ray, & David Jobber (1993). The Counselor Selling Method: Concepts and Constructs. *Journal of Personal Selling & Sales Management*, 13 (fall) 39-60.
- Futrell, Charles M. (2006). *Fundamental of Selling: Customer for life through services* (9th edition). New York: Mc Graw-Hill Irwin.
- Gabbot, M. & Hogg, G. (2000). An empirical investigation of the impact of non-verbal communication on services evaluation. *European Journal of Marketing*, 34 (3/4), 384-398.
- Ingram, Thomson N., LaForge, Raymond W., Avila, Ramon A., Schwepker Jr. Charles H., & Williams, M.R. (2004). *Sales Management: Analysis and Decision making* (5th Ed.) Ohio: Thomson South-Western.
- Jane Z. Soljka & Dawn Deeter-Schmelz (2003). Developing effective salespeople: Exploring the link between emotional intelligence and sales performance. *International Journal of Organizational Analysis*, 11 (3), 211-230.
- Jane Z. Soljka & Dawn Deeter-Schmelz (2002). Enhancing the emotional intelligence of salesperson, *Mid-American Journal of Business*, 17 (1), 43-50.
- Liegh, T.W., Summers, J.O. (2002). An initial evaluation of industrial buyers impressions of salesperson nonverbal cues. *The Journal of Personal Selling and Sales Management*, 22 (winter), 41-53.
- Morgan, F. & Stoltman, J. (1990). Adaptive selling insights from social cognition. *Journal of Personal Selling and Sales Management*, 10, 43-54.
- Nunnally, J.C., & Bernstein, I.H. (1994). *Psychometric theory* (3rd Ed). New York: Mc Graw-Hill.
- Ramsey, Rosemary P., & Sohi Ravipreet S. (1997). Listening to your customers: The impact of perceived salesperson listening

behavior on relationship outcomes. *Academy of Marketing Journal*, 25 (Spring) 127-137.

Rich, M.K. & Smith, D.C. (2000). Determining relationship skills of prospective salesperson. *Journal of Business and Industrial Marketing*, 4, 242-259.

Schuster, Camille P., & Jeffry E. Danes (1986). Asking Questions: Some Characteristics of successful Sales encounters. *The Journal of Personal Selling and Sales Management*, 6 (May), 17-27.

Sujan, H., m., & Weitz, B.A. (1998 a) Increasing sales productivity by getting salesperson work smarter. *Journal of Personal Selling and Sales Management*, 8 (August), 9-20.

#### BRIEF PROFILE OF THE AUTHOR

**Rajul Dut**, Ph.D., is having a rich exposure of 32 years (13 years in Corporate & 19 years in Academics) years of rich and cross-functional experience; currently spearheading as Director & Professor with Rama University. Published over 45 articles/research papers in various National /International Journals and some of his work has been published in Journals like *European Journal of Operational Research*, *ACTA Operativ Oeconomica*, *ACTA Oeconomica Pragensia* (AOP). Presented 22 research papers in various National & International Conferences including a IIM-Indore (2006), Vancouver-Canada (2007), and Singapore (2009) and has authored 08 Books. A Research Guide to M.Phil & Ph.D scholars (3 scholars been awarded Ph.D Degree by U.P. Technical University-Lucknow and 2 scholars been awarded M.Phil degree) for their research projects in the field of Management.